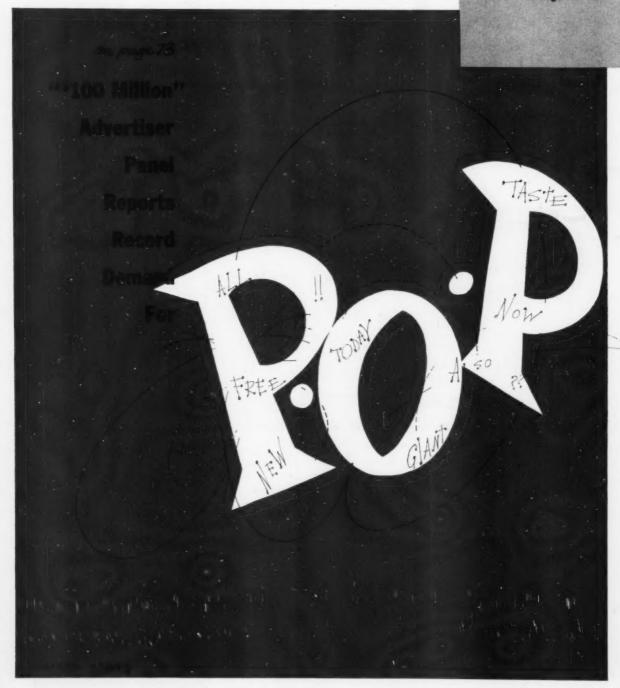
Sales Management

Will Cans Knock Out Bottled Soft Drinks?

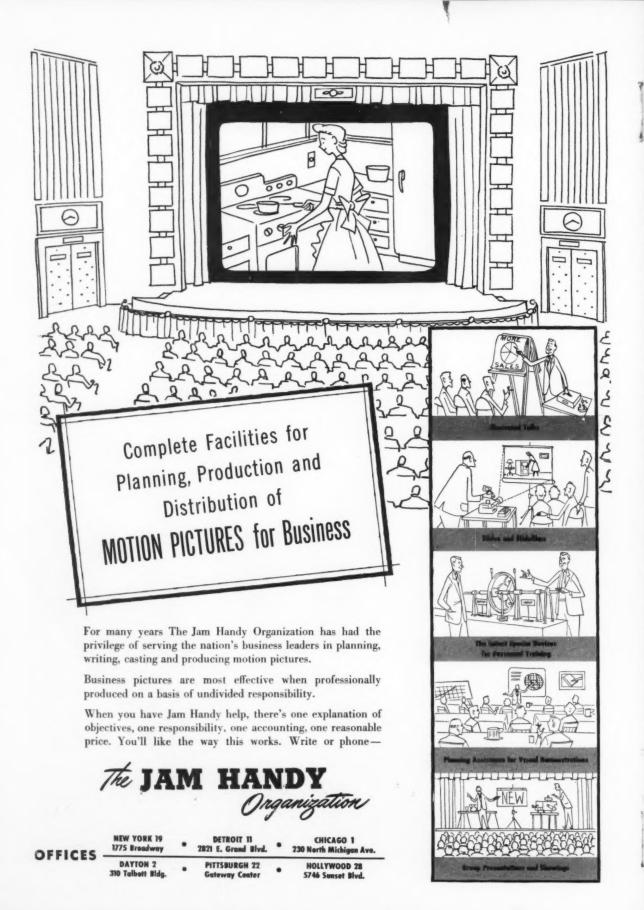
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A Salesman
Talks to Himself

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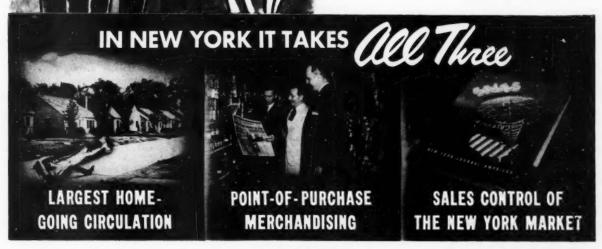
PART I OF TWO PARTS . A BILL BROTHERS PUBLICATION . APRIL 15, 1954



FIRST CHOICE OF



EVENING CIRCULATION LEADERSHIP is part of the complete sales package available exclusively to Journal-American advertisers



WITH today's accent on selfservice and automatic shopping, more customers must be presold through consistent advertising.

In New York, the Journal-American delivers far more families than the two other evening papers . . . 124,000 more than the second; 242,000 more than the third.

And it's read at home by every member of the family.

N the keen competition for in-store display space, the fully trained staff of Journal-American field men can be your most potent ally.

Working on a year 'round schedule, these men will build displays and secure valuable shelf positions for your product; interest non-stocking retailers; report on brand popularity, dealer attitudes and other helpful information.

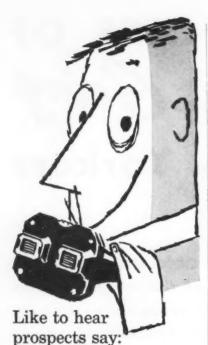
THE success of every sales operation in New York rests basically on thorough knowledge of the market.

This localized information has been compiled in one invaluable Sales Control Manual.

Enjoy the advantages of Journal-American circulation leadership end its sound merchandising program. They give you New York's only complete, most successful sales package.

NATIONALLY REPRESENTED BY
HEARST ADVERTISING SERVICE

Journal American
A HEARST NEWSPAPER



"Now I see what you mean!"

Show them with 3-D pictures Your plant is "real", your products are "there", your services "alive" when you show them in the magic of full color,

3-Dimensions.

Your salesmen are assured the prospect's undivided attention while your sales message is given. Compact, lightweight and easy to show-View-Master stereo pictures add a dynamic new selling force. And it costs only a few dollars to equip each man. Dealers, too, find View-Master invaluable for showing products in use or taking "samples" into prospects' homes.

If you have a selling problem, big or small, View-Master can help you solve it. Phone or write the commercial producer nearest you, or use the coupon below.

NEO-PHOTO, 33 West 46th St., New York, N. Y. Phone: Plaza 7-8566

TRI-ADS COMPANY, 1027 N. Western Ave. Hollywood, Calif. Phone: Hempstead 5787

VISUAL SALES COMPANY, 230. East Ohio Street Chicago, Illinois. Phone: Whitehall 4-2555

STEREO SELLING	MAST	
PICTURE ® Sawyer's Inc. SAWYER'S INC., Portland 7, Oregon	S Dept. SM	
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MARKET DEVELOPMENT

We Make Immediate Sales on 75% Of In-Plant Demonstrations

> Initial orders are small, but 95% of purchasers re-order. So the manufacturer of the famous Model toys has won acceptance for its first industrial product. How did Doepke find the product, the market, locate distributors, and factory users? By William C. Portman, Vice-President in Charge of Industrial Sales, The Charles Wm. Doepke Manufacturing Co., Inc.

PACKAGING

See What Canned Pop Is Doing to Bottled Soft Drinks!

> So you think your industry is unchallengable? Walter Mack, who bulled Pepsi-Cola into second spot with unconventional methods, is at it again with canned pop. Pabst beer has just taken the plunge. Can food processors be far behind?

PACKAGING

Restyling Moves Acc'ent Into the Big Supers

> Want to get into high-volume grocery outlets? Find out what your existing package does not do. Then, like Ac'cent, you may build awareness into a what-is-it product. By Milton Immermann, Partner, Walter Dorwin Teague

Sales Barrier: Consumers No Savvy Old-World Wine Lingo

New labels on Paul Masson bottles which use terminology both the consumer and dealer can readily understand have one purpose: to make it easier for prospects to buy.

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POINT-OF-PURCHASE "\$100 Million" Advertiser Panel Reports Record Demand for P-o-P By Lawrence M. Hughes, Special Feature Editor Eight Important Jobs You Can Do with P-o-P By David Bland, Director of Advertising, G. Krueger Brewing Co. . . RESEARCH Census of Manufactures Is Dead. Unless You Tell Congress You Want It People who work with marketing statistics emphatically state the need for new Census data, but few of their presidents pass the word on to Congress. Only you can answer the ques-tion: Should Secretary Weeks persuade Congress to vote the By Jerome Shoenfeld, Washington Editor 134 SALES AIDS So Your Salesmen Won't Sell Dealer Displays! But look what happened: 100 were bought in the first four Now sales call time has been cut from 20 minutes to SALESMANSHIP Which Weaknesses Hurt Your Men Calling on Purchasing Agents? Is it lack of product knowledge? Or techniques of salesmanship? Are your men making good first impressions? When is their personal appearance most important? What tendency must a well-liked salesman guard against? What is the No. 1 cause of lost business? The Drummer's Great Day of Glory What kind of man blazed the path of salesmanship in the United States? How did he operate and what impression did he make upon customers and the public? Now meet the man who brought the news from up and down the line. By Gerald Carson How to Play a Customer's Game of Golf Lose the game and win the order? A nice point of ethics and sportsmanship. A famous competitor, relaxing on the 19th hole, gives it to you straight. By Vincent Richards, Vice-President, Dunlop Tire & Rubber DEPARTMENTS AND SERVICES Marketing Pictographs 65 Comment 27 Readers' Service 14i Executive Shifts 48 Sales Trends (Industrial) 145 Human Side 20 Scratch Pad 152

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10,801 Advertisers Can't be Wrong!

• 10,801 Advertisers placed product descriptive advertising in 1954 Annual Edition of Thomas Register. This astonishing advertising patronage far exceeds the number of advertisers using all other industrial media combined.

This record trend to T. R. is quickly summarized in the remarks of one of our advertisers—"The steady stream of high quality inquiries, the kind that result in sales, is our reason for placing Thomas Register at the top of our list."

You can get the facts about this low cost way of securing sales producing inquiries, from a Thomas Register representative. Write or call him now for the 1955 Edition.

The Only Paid Circulation



in the field — ABC 96% Paid



THOMAS REGISTER

461 EIGHTH AVENUE

NEW YORK 1, N. Y.



Letters

"Lost Sale" Quiz 58



Seagram's Golden Martini

is a Martini



The Golden Touch of Hospitality

SEAGRAM-DISTILLERS CORPORATION, NEW YORK CITY.
90 PROOF, DISTILLED DRY GIN, DISTILLED FROM AMERICAN GRAIN.



EXECUTIVE OFFICES, 386 Fourth Avenue, New York 16, N. Y. LExington 2-1760

EDITORIAL

DITOR Philip Salisbury
MANAGING EDITOR A. R. Hahn
ASSOC. MANAGING EDITOR John H. Caldwell
PECIAL FEATURE EDITOR. Lawrence M. Hugher
ENIOR ASSOCIATE EDITOR Alice B. Ecke
ASSOCIATE EDITORSHarry Woodward, Philip Patterson, Lester B. Colby
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ASS'T.	PROM.	MGR		Madele	ine Roark
PRODU	CTION	MANAG	ER	Nan	cy Buckley
FIELD I	MANAG	ERS			

NEW YORK 16 N.Y. (386 Fourth Avanua LExington 2-1760): Merril V. Reed, W. E Dunsby, Wm. McClenaghan, Randy Brown Jr., Gerald T. O'Brien.

CHICAGO I, ILL. (333 N. Michigan Avenue; State 2-1266): C. E. Lovejoy, Jr., W. J. Carmichael, Thomas S. Turner.

SANTA BARBARA, CALIF. (15 East de la Guerra, P. O. Box 417; Santa Barbara 23612): Warwick S. Carpenter.

SUBSCRIPTIONS

DIRECTOR	boo
SUBSCRIPTION MANAGER	Kohl
\$8.00 a year; Canada, \$9.00; Foreign \$10.00	

SALES MEETINGS

(quarterly, Part II of SALES MANAGEMENT); editorial and production offices: 1200 Land Title Bidg., Philadelphia 19, Pa.; Philip Herrison, Geaeral Manager; Robert Letvin, Editor.

OFFICERS

PRESIDENT AND PUBLISHERRaymond	Bill
GENERAL MANAGER Philip Salish	ury
SALES MANAGERJohn W. Hartn	nan
TREASURER Edward Lyman	8111
VICE PRESIDENTS	ðr.,
Marril V Bood W E Dunchy B E Consilius	-

SALES MANAGEMENT, with which is incorporated PROGRESS, is published sami-monthly ear the first and fifteenth except in May, September and November when it is published on the first, tenth and twentieth. Affiliated with Bill Brothers Publishing Corp. Entered as second class matter May 27, 1942 at the Post Office, East Stroudsburg, Pa., under the act of March 3, 1879. Publication (printing) offices, 34 North Crystal St., East Stroudsburg, Pa. Address mail to New York office. Copyright April 15, 1954 by Sales Management, Inc.

Mamba





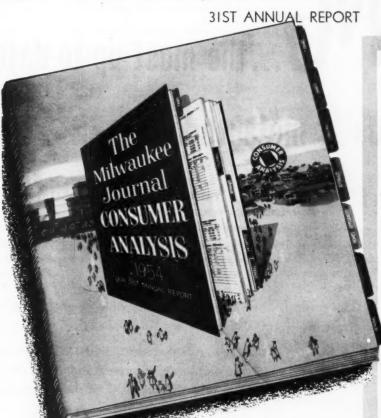


April 15, 1954

Volume 72

No. 8

Consumer buying habits and brand preference in 1954



habits in a metropolitan market of 277,000 households—what, when and where they buy; brand preference ratings; product usage; ownership of cars, appliances, homes and buying plans. This information, all gathered since January 1, 1954, again shows the competitive positions in many lines, shifts in brand preference, the trend of preference by types of stores and service, dealer distribution by brands and comparisons with past years. Write for a copy and get the close-up details on local marketing and buying factors which influence your 1954 sales in the Milwaukee market.

THE MILWAUKEE JOURNAL

Nation's Leading Newspaper in Total Advertising and in ROP Color Advertising

National Representatives, O'Mara & Ormsbee, Inc.
New York Chicago Detroit Los Angeles San Francisco

FOOD PRODUCTS -

All-purpose shortening, baby foods, bacon, baking mixes, baked beans, bread, cold breakfast foods, butter, catsup, canned chicken, branded Chinese foods, coffee, cookies, cooking or salad oil, canned corn, corned beef hash, graham and soda crackers, dog food, flour, frozen foods, canned fruit and vegetable juices, fruit cocktail, ice cream, liver sausage, canned luncheon meats, margarine, milk, peanut butter, canned peas, canned pine-apple, potato chips, rice, salmon, dry soup mixes, tea bags or tea balls, tuna fish, wieners, candy, cranberry sauce, frozen custard, canned green string beans, canned peaches, oysters, mayonnaise, instant pudding, sardines, sugar.

SOAPS, ALLIED PRODUCTS -

Powdered bleach, bleaching fluid, dry or flake bluing, laundry starch, scouring cleansers, soaps and cleaning agents for dishes, fine fabrics, hardwood floors, household laundry, linoleum or tile floors, painted walls and woodwork, toilet bowl cleaners, floor wax, scouring pads, window cleaning products.

DRUGS, TOILETRIES -

Deodorant, facial cream, facial tissues, hair tonic or dressing, hand cream, hand lotion, headache remedies, lipstick, nail polish, home permanent waves, safety razor blades, shampoo, electric shavers, shaving cream, tooth paste and tooth powder.

BEVERAGES -

Cordials, gin, grape brandy, rum, scotch, vermouth, whiskey, wine, beer, soft drinks, prepared cocktails.

HOMES, APPLIANCES -

Clock-radios, clothes dryers, cooking ranges, home food freezers, garbage disposers, home heating, owners and renters of homes, lawn seed and fertilizer, power lawn mowers, room and outside painting, refrigerators, television sets, washing machines, water heaters, room air conditioners, carpets and rugs, wallpapering, dehumidifiers, furniture replacement, incinerators, steam irons, mattresses.

AUTOMOTIVE -

Antifreeze, make and model car owned, gasoline, motor oil, tires, spark plugs, ownership and make of second car in family.

GENERAL -

Cigarets, cigars, composition of families, foundation garments, nylon hosiery, installment buying, pipes and pipe tobacco, paper towels, alumnium foil, paper napkirs, toilet tissue, wax paper. vacations, family income, employment, magazines, life insurance, recreation, business travel, wrist watches.

COMMON the most up-to-date

census of metalworking

THE IRON AGE BASIC MARKETING DATA

COMPLETELY NEW FIGURES — not just a revision of certain sections.

NEW DATA, based on 1954 figures—much more representative than figures for the above-normal year of 1953.

COUNTY BREAKDOWNS will be available for the first time. The exceedingly popular industrial area data will be continued.

AVAILABLE THIS SUMMER to all advertisers and agencies with a stake in the metalworking market.

LIMITED FIRST EDITION — reserve your copies today. Write on your letterhead.

The IRON AGE Basic Marketing Data is the the most popular and widely-used private census data on the metalworking industry. It is of great value in establishing potentials, pinpointing markets, plotting sales territories, locating salesmen, building advertising programs.

Now this service material is being completely redone. An entirely new census is underway which brings the latest information from all plants in the metalworking industry employing 20 or more plant workers. It is a typically thorough, reliable IRON AGE research project.

Another thing: This year's figures should make a lot more sense. 1953, let's face it, was an above-normal year. You'd rather base your sales planning on current data. Besides — 1954 is the year for greater selling effort. The more closely we can make the facts coincide with the current market, the more helpful we are to you.

This is what you should know about The IRON AGE Basic Marketing Data:

- 1. Easy to use, thanks to IRON AGE's special format and style of presentation in Vols. 1 and 2 with sales analysis work sheets and simplified instructions.
- **2.** Plant workers are used as the yardstick because the number of plant workers is a more accurate indication of physical output of a plant than a total employee number which includes office and non-productive help.
- **3.** Pioneered many years ago by The IRON AGE, first of all metalworking magazines to provide this expensive extra marketing service.
- 4. This census of metalworking was conceived and has been supervised and maintained by The IRON AGE's Director of Research who has had over 20 years' experience in close association with the metalworking industry.

Research, sales and advertising executives find The IRON AGE Basic Marketing Data indispensable

Ray Christensen, Director, Industrial Advertising & Promotion Reynolds Metals Company

"The Market Data Books have received very favorable comment from our market managers. In spite of the fact that you sent us 12 sets I already have a request for one more set."

H. M. Wilson, Production Manager,

Wire Rope Sling Department, American Chain & Cable Co.

"Appreciate very much your Market Data Book No. 2. Feel certain that this will materially assist us in evaluating the market potential for sling business."

Lawrence G. O'Neill, Advertising Manager, Sterling Electric Motors, Inc. "We will need a couple of extra copies of your Basic Marketing Data volumes when we begin work on our project, since several people will be involved. Thank you very much for the excellent help you have given us."

L. B. Duntly, Sales Pro. Manager, Industrial Filtration Division United States Hoffman Machinery Corp.

"I have just received the copy of Volume 2, Basic Marketing Data. It will be very helpful in working up a new market analysis to be presented to our sales staff in June. Thanks very much for this valuable assistance."

reserve your copy today



THE NATIONAL METALWORKING MARKET. Here, in just 12 tabular pages is your national metalworking market, classified by the U. S. Government's Standard Industrial Code — industry breakdown, number of plants, number of plant workers, departments operated, etc.

tinon Ago

the most powerful industrial magazine in the world

pieces-by industrial areas for the entire United States.

A CHILTON PUBLICATION 102 East 42nd St. New York 17, N. Y.

APRIL 15, 1954



Almost like magic, a high percentage of quality inquiries produced by N.E.D. are being transformed into sales.

Take a typical industrial area like Essex County, N. J., for example. Here N.E.D. produced a total of 695 sales leads (cleared through the N.E.D. office) in a recent six-month period. And here's the magic! 91 of these leads were immediately converted to orders, with 223 additional sales pending!

This is real buying action. Yet, the number of high quality sales leads produced by N.E.D. keeps growing each year. One reason is that N.E.D. is the great industrial market-place where key men in management, engineering and design, plant operation, maintenance and purchasing all go to buy... and do. That's why N.E.D. is the perfect showcase for all kinds of products from costly capital goods to small supply items.

No matter what products you sell, the magic of N.E.D. can help you. New evidence of how N.E.D. produces sales action you want will be available shortly.

70,000 COPIES (Total Distribution) 210,00

210,000 READERS

in over 42,000 PLANTS

A PENTON PUBLICATION

BPA 1213 West Third Street, Cleveland 13, Ohio



LETTERS TO THE EDITORS

FAIR TRADE: A POLICING PROBLEM

This fair trade situation is constantly becoming more of a travesty, ("Our Tottering Retail 'List' Prices". . . "7 Possible Answers," SM April 1, p. 42).

As you know we, as well as most other brand name manufacturers, are pouring money into the support of fair trade in an attempt to stem the trend of discount operations in all of their various forms.

I could write endless paragraphs concerning this entire price-fixing situation. It seems to me to be an almost impossible condition to control. I happen to support the idea of fair trade but the trouble is there is not sufficient penalty. At this moment we are suing 17 retail outlets and we frankly confess it is a "drop in the bucket." We shall continue to take action against price cutters but as we all know there are many thousands of retail outlets in this country cutting prices, and it is just physically impossible to sue them all. Without oversimplifying the situation it seems to me that if a law would invoke penalties similar to what has been done in the alcoholic beverage industry we would get far superior con-trol. Some form of licensing for retailers who carry fair-traded goods should be required, and if a retailer cuts a price his license would be revoked for a 30or 60-day period.

R. E. March

Vice-President Detecto Scales Inc. Brooklyn, N.Y.

We have recently obtained a permanent injunction against Korvette and their various associated enterprises in New York City. We have referred many other cases of price violations to attorneys throughout the country.

We are vigorously enforcing fair trade. We firmly believe that our good brand name would be seriously jeopardized if we permitted our products to be sold through so-called discount houses. In fact, we have set up a fair trade department in our company.

We have about 7,000 retail outlets throughout the country. By enforcing fair trade we are protecting our own retailers. We believe this will stimulate the sale of Argus products because in protecting a franchised dealer we in turn receive his support.

Dudley I. Scholten

Vice-President Argus Cameras, Inc. Ann Arbor, Mich.

AUTHOR MEETS THE CRITICS

I think the article, "Why is the 'Buying Motive' So Seldom Used by Industrial Salesmen?" (SM March 15, p. 57) covers an elementary principle thoroughly and would be good for presentation to men



Largest Circulati Field

Heating & Piping & Millioning



From the standpoint of circulation, HP&AC comes close to being a "self-tailored" publication.

Its editorial content, each month, is of such vital importance to the engineers and contractors who design, install, operate and maintain the heating, piping, and/or air conditioning systems required by industry and other large buildings, that few of those who purchase-control this vast market are not paid subscribers to HP&AC.

Thus, HP&AC offers you not only the field's largest ABC paid circulation, but it offers you a circulation singularly devoid of waste. When you use HP&AC you pay to reach ONLY the men and organizations who are essential to your sales.

. . . that's why HP&AC currently carries the bulk of the field's advertising volume.



6 N. MICHIGAN • CHICAGO, ILL.
NEW YORK CLEVELAND LOS ANGELE

Edited EXCLUSIVELY for the Engineers and Contractors who Heat, Pipe, and Air Condition Industrial Plants and Other Large Buildings

How Many Doors Do You



Open to Close a Sale?

Today's industrial salesman must not only know his line . . . he faces, in many busy plants, the problem of locating all of the men who may have an influence in the purchase of his product or service. He must try to ferret out and identify the man behind the door or title who must be sold. But identifying, locating, contacting and conditioning buyers takes time . . . and salesmen's time is at a premium.

You can multiply the calling power and productivity of your sales staff by advertising your product or service in the business publications that your prospects look to for help with their jobs.

FOR EXAMPLE:

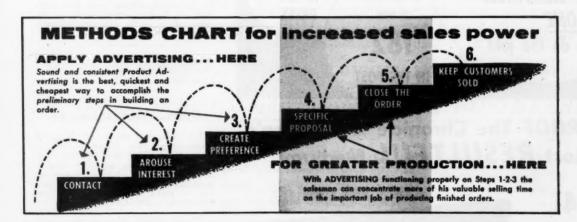
Acme Steel Company applied advertising to the job of acquainting thousands of new prospects with the advantages of metal stitching.

The campaign—in a carefully selected group of Business and Business News

Publications—talked the language of the user—discussed the kind of tasks the product was designed to perform—stressed the time and money saving factors—offered more complete technical data in a 12-page catalog. RESULTS: A sales increase of 270% for the first three months of one year over the same period in the previous year.

In your business, too, business publication advertising can "mechanize" the first three steps of a sale, permitting your salesmen to concentrate their valuable time and talents on the important job of making the proposal and closing the sale.

A new 8-page McGraw-Hill booklet, "How Many Accounts Can Your Salesman Handle?" provides factual data on the industrial salesmen's working time, and a chart for measuring the calling power of your sales staff. Ask your McGraw-Hill man for a copy.



McGRAW-HILL PUBLISHING COMPANY, INC.



330 WEST 42nd STREET, NEW YORK 36, N. Y.



USINESS INFORMATION





PROOF The Chronicle is Houston's Most <u>RESULTFUL</u> Medium!

41

Consecutive Years of Leadership in Advertising and Circulation. Source: Media Records 1953

The Houston Chronicle

JESSE H. JONES, Publisher JOHN T. JONES, JR., President R. W. McCARTHY, Advertising Director M. J. GIBBONS, National Advertising Mgr.

THE BRAHHAM COMPANY-National Representatives

starting out or for older men who cannot seem to marshal their selling thoughts.

The author stumbles around in a few places such as comparison of the pulling power of an advertisement. On the basis of the reasoning expressed in the third paragraph of the article, Torrington would do well to cancel all of its advertising as it definitely does not produce any results for them.

We feel the author lacks a little in industrial experience for he keeps referring to Torrington bearings for headstock use and then to their quality of grease lubricating the bearing indefinitely. We do not believe there is any lathe headstock of any major manufacturer which uses a grease lubricated bearing in the headstock. All of these are oil lubricated. We mention this not to show our engineering knowledge, but because any salesman who makes this type of error in presenting a product is apt to find difficulty in closing a sale. He loses his customer's confidence in his knowledge of the use of the product he is selling.

We think the author strained himself mightily in ascertaining the buying motives. The buying motive you attribute to approval can just as well be labeled security and vice versa.

He has over-emphasized the fact that a salesman should strike out the advantages generally shared by competitors. A salesman may find himself talking of only two or three points about his product where his competitor might emphasize the eight mutual advantages. If the buyer is not aware from the first salesman's discussion of the mutual advantages which are in addition to the three extra advantages, it seems that the first salesman could be put in a rather bad light.

We wonder where the author got the conception that the average industrial salesman does not understand the principle of putting a buying motive into his sales discussion. It may be, however, that the industrial salesman who sells bearings, or wooden blocks, is not of the same caliber as the salesman who sells capital equipment.

I. T. White

General Sales Manager The Warner & Swasey Co. Cleveland, O.

YOU FORGOT YOUR PACKAGE, SIR

The splendid article on Pepperell Nylon Sheets (SM March 15, p. 73) prompts a question: How are they packaged? While all the details of what is evidently a most carefully thought-out campaign of publicity and sales promotion are given, the package wasn't even mentioned.

The inevitable trend to more self-service and self-selection puts an increasing responsibility on the package. Would it not be a good idea in future product success steries to illustrate and describe in adequare detail the extent to which the package answers the consumer's questions and presents the unique advantages of the product? Your magazine can, perhaps, do even more to insure top executive awareness of the package's vital function in helping to make the first sale and in

3,350,000 —customers! That's Your Detroit Market ...Greatest in History!

- Over 1,350,000 working in stores, offices, factories—today.
- Their annual income is close to 7½ billion dollars.
- They own 1,000,000 cars.
- They have \$1,166,000,000 in bank savings alone.
- Factory workers average \$89.31 per week-\$2.18 per hour.
- Annual factory output approximates 13 billion dollars.
- There are 920,000 families...over 570,000 home owners.
- These families have average annual incomes over \$7,500.
- DMB...Detroit Means Business—BIG BUSINESS!

Approximate figures - supplied by Detroit Board of Commerce

There are 3 daily and Sunday newspapers in Detroit, but only one — THE DETROIT NEWS — is the sales-producing medium.

The proof is that THE NEWS carries nearly twice as much advertising linage as either one of the other 2 newspapers!

Weekday Circulation 443,791— Sunday Circulation 544,622 ABC 9/30/53

The Detroit News

THE HOME NEWSPAPER

Eastern Office: 110 E. 42nd St., New York 17 • Miami Beach, Florida: The Leonard Co., 311 Lincoln Read Chicago Office: 435 N. Michigan Ave., Tribune Tower, Chicago, Ill. • Pacific Coast: 785 Market Street, San Francisco, Calif.

Now, more and more men have big-time jobs...



...and more and more families enjoy upper-income living

WHOLE COMMUNITIES of better homes are surrounding the shuttered mansions of yesterday.

For executive incomes are earned today—not just by a few—but by a big and growing class.

Just since 1940, the number of management men in U. S. business has almost doubled.

These are the men (with their wives) who control business buying.

And these are the people who buy a *big* share of everything that goes into a home—from the food in the freezer, to the electric blanket on the bed.

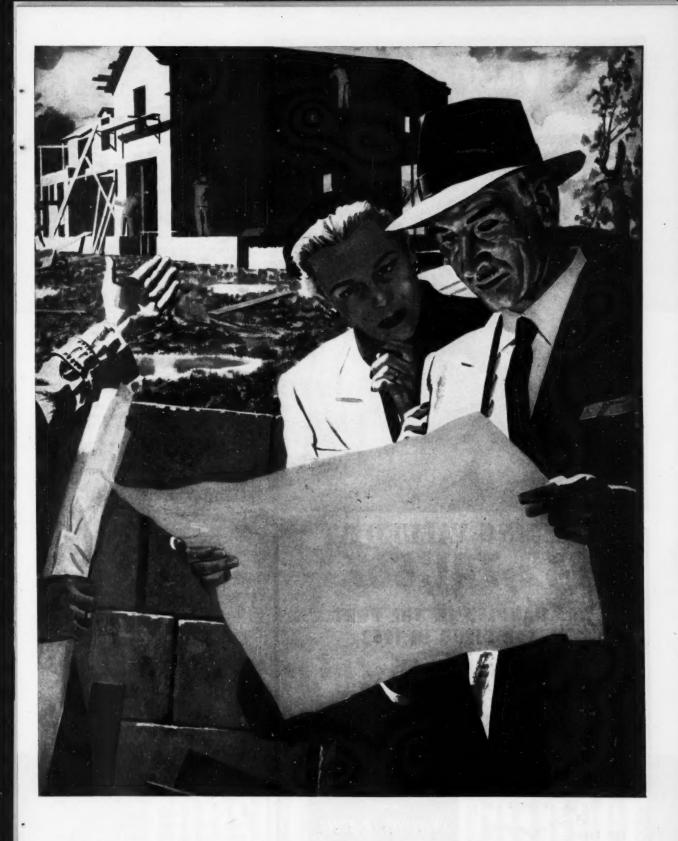
One magazine has grown apace with this big executive class. Since 1940, TIME's circulation has more than doubled. TIME now reaches more than 1,800,000 families. Most of the TIME-reading family heads earn upper-level incomes in business, the government and the professions.

Every week they give TIME their top attention. Among leaders in all vital fields, TIME is the *favorite* magazine. Evidence on request.



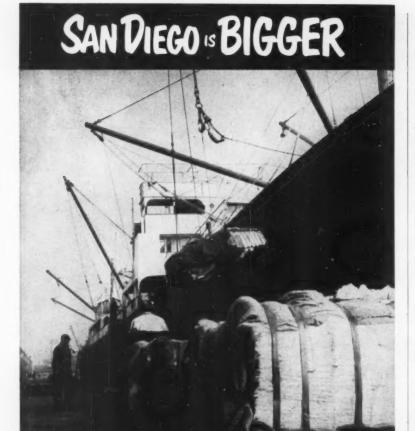
TIME...

TIME



for America's big and growing audience of Best Customers

APRIL 15, 1954



\$142,741,667

WAS HANDLED IN THE PORT OF SAN DIEGO IN 1953

\$115,123,280 in 1952

... the may media praviding SUTURTION CONSPOSE of this yrung giant of a market!



San Diego Union and EVENING TRIBUNE

REPRESENTED NATIONALLY BY THE WEST-HOLLIDAY CO., INC.

keeping the product sold after it reaches the home.

John M. Cowan

Managing Director National Flexible Packaging Assn. Cleveland, O.

► We're firm believers in the importance of good packaging, Mr. Cowan. In that same issue (p. 88) we carried a special "wrap-up" story on aluminum foil—18 case histories. Some mention could have—and should have—been given to the packaging aspect of the Pepperell success story. Sorry.

TOWARDS FREEDOM FROM FEAR

Thanks for bringing the original comparison of "Fancy vs. Fact" up to date. (SM March 15, p. 33). This kind of talk is even more strongly needed now than it was in November.

As Sylvia Porter recently said in her syndicated column: "The American business man is now in the hottest spot of his life." Now is certainly the time to implement the faith in the individual business man's ingenuity, boldness and responsibility that Washington has displayed in creating a more favorable climate.

We must keep selling the idea that it is not necessary to have a war-supported economy in order to enjoy prosperity.

It is undoubtedly true that it will take a lot of hard work plus the right kind of talk to get ourselves out of our present difficulties, but it is also certainly true that we can crowbar ourselves into further trouble with loose and irresponsible talk as a lever.

R. F. Moody

Sales Manager Hyster Co. Danville, Ill.

NEEDLE IN THE FACT-STACK

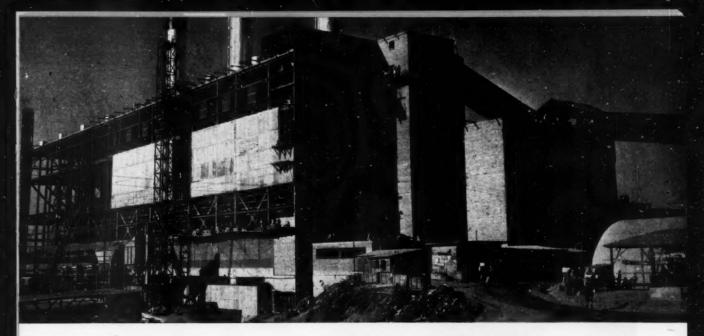
You, as editor, are entitled to share the short chuckle I derived from the March 15 issue of SALES MANAGEMENT.
"Fancy vs. Fact," on pp. 33 and 34 certainly does a fancy job of bracing the backs of assorted sales executives, salesmen, merchandising directors, sales coordinators and advertising managers who read your magazine. Why, however, did you kick 'em in the kidneys with the facts contained in the graph on p. 115?

Maybe the figures in the chart didn't belie the facts in the article, but they surely must have fogged any rose-colored glasses the sales boys began to see through. Please accept this friendly little needle in the same good spirit with which it's being applied.

Gabriel Schwager

McCall's New York, N.Y.

The "Economic Trends Today" chart which subscriber Schwager refers to, shows that there is a slight recession, but that manufacturers' sales are running well ahead of every year—except 1953.



when it reaches THIS STAGE you're probably TOO LATE!

The materials and equipment for the above powerhouse have been specified and ordered, the boilers are in and the stacks up. If your products were not specified, it's too late now to get the order. Most of the sales were "set" when the consulting engineer completed the specs. It pays to "SELL the MEN who WRITE the SPECIFICATIONS."

are CONSULTING ENGINEERS important to YOU?

If your products are used in construction, in industries, or in utilities, ten chances to one your sales are affected by whether these products are known favorably by consulting engineers.

The trend of the past few years has been for more and more industrial and utilities projects to be designed and guided by consulting engineers at every stage to completion and readiness for operation. Today, most small and medium-sized projects, and practically every large one, are planned and specifications are written by consulting engineers.

Consulting engineers represent a huge market, larger than any one industrial market, because they are influential in ALL industries.

CONSULTING ENGINEER covers this market.

the readers of CONSULTING ENGINEER

handle more than 90% of the Nation's entire industrial and utilities projects for new plants, expansion, and modernization.



SELL the MEN who WRITE the SPECIFICATIONS

The Consulting Engineer's Professional Magazine

Write for details of Coverage, Advertising Rates, and Complete Publication Information

EEE NE P

consulting engineer

Published by Industry and Power Publications, 420 Main St., St. Joseph, Mich. Sales Offices. New York, Newark, Philadelphia, Cleveland, Chicago, Los Angeles

Building material wholesalers



H. M. Dooley, Pres., Dooley Distributing Ce., Sapinaw, Mich. "Manufacturer advertising...is a tremendous help to wholesalers and their salesmen to self dealers. BSN is effectively reaching and educating this field."

M. J. Fehlings, Vice Pres. Cape Supply Ce., Cape Girardeau, Ma. "It is extremely helpful when product advertising is descriptive and emphalic. We frequently tell dealers to look for such advertising in BSN."

R. R. Maylone, Pres., Saltpoint Supply Corp., Syracuse R. N. Y. "As wholesalers, we are in awe of the impact and importance of BSN advertising. Our appreciation to those manufacturers using BSN is best expressed in sales."

John P. Ashton, Pres., Ashton Wholesale Service, Des Moines, lowa. "In 1953 we obtained five new distributorships through ads in BSN. Moreover, we have enjoyed success in several lines as a result of reading BSN regularly."



Gea. L. Waetjen, Pres., Milwawkee Phywood Ce., Milwawkee, Wis. "I commend BSN for their great effort to bring about closer cooperation between the building material manufacturer and the jobber. Our sales figures prove this value."

W. N. Fry, Jr., Pres., Fischer Line & Coment Co., Memphis, Tenn. "We know practically every lumber and building material dealer in our section is a close reader of BSN. Advertising in it helps us do an effective merchandising job."

T. R. Armstrong, Vice Pres., Huttig Sash & Deer Ca., St. Lesis, Me. "Many of our suppliers are doing an effective advertising job, and we appreciate their help. It goes well with the helpful articles on merchandising in BSN."

William L. Shea, Cen. Mgr., Building Material Wholesalers, Inc., Boston, Mass. "BSN is one of the finest and best mediums of getting first-hand, up-to-date information to our dealers. BSN is the reference book for progressive dealer."

TELL YOUR BEST STORY BEST IN

say ···

AFTEN PRIVACES & VENER COMPANY

Don L. Davis, Pres., Aetna Plywood & Veneer Co., Chicago, III. "We are certainly glad to see manufacturers of plywood using BSN to carry their story to dealers. We consider BSN a major medium and use it for that purpose ourselves."



A. J. Jordan, Jr., Pres., Jordan Millwork Co., Sioux Falls, S. D. "Descriptive advertising to dealers in BSN makes the follow-up job by the jobber organization much more effective... leading to mutual sales."

Your product gets preference when it's advertised in

BUILDING SUPPLY NEWS"

. . . that means not only quicker recognition and acceptance by their dealer customers . . . but sharper interest and preferred attention from the wholesalers' salesmen.

* WHOLESALERS SAY THIS:

Of primary importance to wholesalers is the selling support behind the products they handle. They insist they can do your selling job better when you advertise in BSN. They repeatedly comment on the better sales results obtained when they are able to demonstrate and sell a product that earns its pedigree in the pages of BSN.

* WHOLESALERS RECOGNIZE BSN's LEADERSHIP

BSN has long been recognized as the top magazine for jobbers and dealers. Such outstanding wholesalers as those pictured here, tell us they profit in several ways through their own regular reading of BUILDING SUPPLY NEWS... and, because they live with their dealer customers, they know better than anyone the high regard dealers have for BSN.

The interesting comments on these pages significantly testify to the several benefits accruing to manufacturers whose products are consistently advertised in BSN.

* BSN IS 1st...because:

- 1. It sparkles editorially.
- 2. Has intensive readership.
- 3. Reaches the greatest jobber and dealer buying power.
- 4. Gets the best results for advertisers.

BUILDING SUPPLY NEWS

5 South Wabash Avenue · Chicago 3







BUILDING SUPPLY NEWS

How \$1,000 in advertising produced over \$25,000 in business

When nine resorts in Pennsylvania's Pocono Mountains banded together to advertise in The New York Times, they got back more than \$25 for each \$1 spent.

Their cooperative promotion appeared in The New York Times Spring Vacation Section last April. The ad cost just less than \$1,000. It produced 820 inquiries.

This made the cost per inquiry \$1.10, or 12¢ for each resort, says George J. Walsh, vice president of Gunn-Mears Advertising Agency, New York.

Conversion studies of previous ads show that between 23% and 34% of those who respond actually register at one of the resorts.

"On the basis of an average reservation of two persons for one week," Mr. Walsh notes, "our first advertisement in The New York Times produced from \$25,000 to \$36,000 worth of business."

New York Times readers are the prime prospects in the world's greatest market. They spend more for advertised products and services. Advertisers know this. That's why The New York Times carries more advertising than any other New York newspaper . . . and has for 35 years.

The New Hork Times

NEW YORK, BOSTON, CHICAGO, DETROIT, LOS ANGELES, SAN FRANCISCO, TORONTO

THE HUMAN SIDE

A Salesman Talks to Himself (About Increasing Accomplishment)

Dear Boss:

A salesman can't afford the luxury of silence.

"Nothing is so powerful as an idea whose time has come."

If talk can cause a recession—Talk—Sales Talk can prevent it.

How much power can this idea generate?

The current problem of business, of government, of the economy is to accelerate sales—more specifically, sales of new products.

Business managements that are concerned with selling new products faster have the authority to exercise quicker investigation of other new products. To accelerate sales:

"Receive salesmen of other companies as you would have them receive your salesmen."

This would eliminate duplication of effort for salesmen whose job is to persuade others to adopt new products which increase productiveness, which eliminate duplication of effort. How important?

Every spokesman of business has an expression for what business is or is going to be. It's adjusting or depressing, sliding or recessing. Whether it's push-ups or knee-bends, the consensus is:

The high octane for the economy is an accelerating salesman with new products which increase accomplishment.

The Economist analyzes the last big sale, 1946 through 1953. The contributing factors:

Increasing population, government spending, postwar shortages, new plants and equipment, new research and product.

But the goods could be delivered through the adoption of new and better ways of getting things done, which had increased the accomplishment of workers from 2% to 3% per year. Increasing accomplishment was the reason we could shoot it away and still raise the living standard.

Whether his index be carloading, employment, factory hours, etc., his solution is:

Any softness developing through slackening of interest in sales of items which were in short supply will have to be firmed up through increased sales of new products.

The Government says (Time, Feb. 8): To maintain prosperity, the best service the government can render is to create the environment to make men eager to make new jobs, to acquire new tools of production, to improve or scrap the old ones, design new products and develop new markets, to increase accomplishment all around and thus be able and willing to pay higher wages and provide better working conditions.

Salesmen have been doing just that for years, namely, "To make people want what they need." Did you ever try and sell anything



they Buy More because they Have More!

● Wearing apparel store sales per family in metropolitan Indianapolis are a good example . . . 28.9% above the national average.*

The reason for this big plus factor in the Indianapolis market is no surprise if you consider that the city's average income per household is \$6,943** annually, first among cities of over 400,000! Indianapolis has many other essential market advantages for you too!

- ▶ It's Big . . . over 550,000 population
- ▶ It's Steady . . . unsurpassed for diversification and balance of industry and agriculture
- ▶ It's Easily Reached . . . you get saturation coverage of the metropolitan area, plus an effective bonus coverage of the 44 surrounding counties in The Star and The News. Write for complete market data today.

KELLY-SMITH COMPANY . NATIONAL REPRESENTATIVES

- *Sales Management Survey of Buying Power, May 10, 1953.
- **Consumer Income Supplement, 1953, Standard Rate & Data Service.

THE INDIANAPOLIS STAR

YOUR FIRST TEAM FOR SALES IN INDIANA.

THE INDIANAPOLIS NEWS





The current Pulse Report shows WSIS, the Journal-Sentinel Station, FIRST in the morning—FIRST in the diernoon—FIRST in the evening! For the finest in AM-FM coverage, it's WSJS in Winston-Salem.

Represented by: HEADLEY-REED CO.

new to Government?

To make ours a more enviable economy, in peace as in war, the government could contribute to selling by listening to salesmen.

An Industrial Relations Director, with brevity, says in a new book: "No Sale, No Job."

The position of new-product salesmen today is reminiscent of the Gas House Gang days of the Cardinals. With the pressure on, management would call in Old Diz. Seems like the pressure is on new product salesmen today and like Dean, they have the confidence and the ability. If only they could fire it down the middle instead of having to pitch to the corners. If the people in management who have the authority to say "yes" would stop playing hide and seek

To improve salesmen's productiveness, then-

"Receive the salesmen of other companies as you would have them receive yours."

A Representative of Top Management, Mr. B., President of X Company says:

"Progress is the key to our prospering. Our salesmen turn the key. Our entire management staff and all employed personnel appreciate the importance of our men who sell. Through employe relations clinics, they have learned that it is their efforts being sold and any effort they make contributing to a sale also contributes to their own security. Every effort has been made to increase the effectiveness and productiveness of our salesmen. To cut down time wasted in traveling, we have halved their territories."

Did I mention that Mr. B. and the X Company were located in my territory? They didn't use ours or similar machines. Here was Quota and Achievement Club for next year. I phoned Mr. B. to introduce him to our Executive Express to Success with five forward speeds and automatic shift for expressway communication. My express and I were both derailed. His secretary said he was giving talks throughout the country on prosperity and that I would have to see Purchasing. I wrote to Mr. B., but was detoured again. I didn't want to go to Purchasing for I had been there so often they wanted me to punch the clock. So I tried the Sales Manager. The receptionist for the Sales Department said, "I don't think you can see him. His department does not use any Executive Expresses." I saw the Sales Manager's secretary. She told me he was making a swing of their district offices to accelerate sales. She suggested I see Mr. Iones in Systems. Mr. Jones said, "Expresses are fine for others, but our business is different. We don't have the staff or the funds necessary to make the investigation." He suggested I try Mr. Smith in the Methods Department. On the way I stopped in to see my old friend in Purchasing. He said, "We still don't have any requisitions for Designed for Expressing Dictation stuff." Mr. Smith said, "Nothing in this year's budget—come back next year." But boss, don't scratch this company on the Will Sell for April plan. I'll still sell them this month—they need expresses now to increase accomplishment.

But boss, would you tell some of your acquaintances in top management, that is if I'm to do less talking to myself that—"It Takes Two to Tango."

Sincerely, A. A. Smith Dictaphone Corp. What makes values Seen a newspaper

big league?

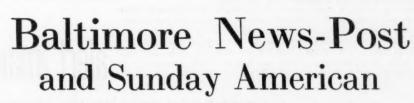
A number of things. Three of the most important are CIRCULATION, INFLUENCE-WITH-READERS and SERVICES. In every respect The Baltimore News-Post is a big-league newspaper in a big-league city.

TION in Baltimore (225,453 net paid). That's coverage of more-than-half of Baltimore's families.

Baltimoreans have respect for and faith in its fine editorial staff. For example, it was Rodger Pippen, News-Post Sports Editor, who spearheaded the crusade for the new Memorial Sports Stadium—despite vigorous opposition. No other factor was more important than his hard-hitting columns in gaining public support for the stadium that brought big-league baseball back to Baltimore.

. . . SERVICES! The News-Post is in a class by itself. Manpower for merchandising, consumer buying panel reports, TV merchandising, product research and complete market facts are among the free services always available to News-Post advertisers.

Want more information about the largest evening newspaper in the Nation's 6th City? Contact the Hearst Advertising Service representative in your territory.



Bought and read by more-than-half of Baltimore's families

saskatchewan stampede, tv tour, translucent trailer,



SASKATCHEWAN STAMPEDE: Hundreds of prospectors are hunting new uranium fields in Canada. Enthusiasts claim "there's a solid sheet of uranium-bearing ore from Quebec City to the Arctic Circle"—some 50 new mining company stocks have materialized—more than 1000 sq. miles have been staked out. Experts are skeptical but the miners won't be discouraged—and the fever's spreading as CPI progress brings atomic fuels nearer commercial practicability.

IV TOUR: Commercial Solvents Corp. made lots of friends when they televised a new plant opening in Sterlington, La. A neatly packaged sales pitch, the program took viewers on a "tour" of company facilities—proved advertising can be not only palatable, but even downright entertaining. The show's a good illustration of heads-up CPI public relations—the new \$20 million plant, an example of expansion that's made this field industry's biggest-buying market.



Things happen fast in the Chemical Process Industries...like atomic energy progress, new plants, more plastic uses...like new equipment purchases, largest in all manufacturing. And in this busiest of U.S. markets, keeping up with the news is indispensable to industry decision-makers. That's why Chemical Week, with swift coverage of developments affecting management affairs, draws the biggest executive audience of any magazine in the field.

With accent on business interests, Chemical Week provides an editorial service unique among process publications. That's why its circulation and ad page gains have topped them all every year since 1950. And that's why more and more sales-hungry advertisers keep turning to Chemical Week... to create preference among business-minded men active at all buying levels. In the Chemical Process Industries, Chemical Week is management's own magazine.

alert management, and

in the chemical process industries...it's management's own magazine



TRANSLUCENT TRAILER: No end of applications for plastics! Here's Seaboard Transportation Co.'s newest innovation—a trailer body of polyester resin and glass fiber. Company says translucence speeds loading—bodies are lightweight and strong, economical to produce and maintain. Aside from advantages to chemical shippers because plastic is corrosion-resistant, development promises big new outlet for resin and glass fiber makers.



Chemical Week

A McGRAW-HILL PUBLICATION • ABC · ABP
McGRAW-HILL BUILDING, NEW YORK 36, NEW YORK

ALERT MANAGEMENT wants all the facts when it's seeking wider distribution and engaged in a multi-million dollar expansion program like the J. T. Baker Chemical Co. of Phillipsburg, N. J. "Need your trends in focus to stay on top of this market," says V. P. and Gen. Sales Mgr. Ralph A. Clark. "And I don't know a better place than Chemical Week to find out what's happening now, what to expect from this fast-moving field tomorrow. You bet I read it!"

Buy WHO

and Get Iowa's Metropolitan Areas...

Plus the Remainder of Iowa!

TAKE FILLING STATION SALES, FOR INSTANCE!

- CEDAR RAPIDS . .
- TRI-CITIES 3.4%
- 8.6% DES MOINES
- DUBUQUE 1.9%
- 3.1% SIOUX CITY · · · ·
- WATERLOO · · · ·
- 74.9% REMAINDER OF STATE



THE "REMAINDER OF IOWA" ACCOUNTS FOR THESE SALES: (Which You MISS Unless You Cover the Entire State)

- 63.2% **Eating and Drinking Places**
- 47.9% **General Merchandise Stores**
- 57.5% **Apparel Stores**
- 61.4% **Home Furnishings Stores**
- 65.9% **Automotive Dealers** 74.9% **Filling Stations**
- 80.8%
- **Building Material Groups**
- 62.0% **Drugstores**

Source: 1953-'54 Consumer Markets

S.A.M. DAYTIME STATION AUDIENCE AREA WISCONSIN MEBRASKA



FREE & PETERS, INC., National Representatives

BUY ALL of IOWA-Plus "lowa Plus"—with . 50,000 Watts Col. B. J. Palmer, President P. A. Lovet, Resident Manager

COMMENT

The Relaxed Sell

Jack Lacy always brings up a belly laugh from his audiences with his statement that he has been a successful salesman and sales trainer because "Fellows look at me and think, 'If that little shrimp can sell, so can I'."

Jack is short of stature, and blunt in his talk, which is sprinkled with self-deprecating good humor.

Another fellow who inspires a feeling of confidence and respect between his audiences and himself is NBC's Dave Garroway. People in the trade laughed when he opened up with his "Today" TV show at 7 a.m. He laughed, too, and now a couple of years later he is bringing millions of dollars of billing to NBC and pocketing \$5,000 a week for himself.

What's Garroway's secret?

"Make people like you," Garroway tells Jerome Beatty in The American for April.

Isn't that idea one of the roots' of good salesmanship? Especially when your product is in hot competition on price, quality, delivery?

Are You Ready for Automation?

You'll be hearing a lot more soon about automation. It's the big news in the production field and it has immense implications for sales executives and salesmen who call on industry.

Here is an over-simplified definition of automation: the performance by machine instead of by hand of many production operations simultaneously or in sequence. The idea: to reduce human operation, to get a better product, in less time, for less cost.

Ford Motor is the acknowledged leader of the automation movement. It's significant that the drive for automation has come from the production people inside the plant rather than from suppliers of equipment.

Management is directly affected by automation in five major ways. Charles E. Knight, plant engineer, Monsanto Chemical Co., says in Mechanical Engineering:

Policy-making. The emphasis will be on long-range programs, 10-15 years, with markets developed so as to minimize seasonal changes and short custom runs.

Advance Planning. Management should use a "forecasting" computer to help predict response to plans involving markets, raw materials, plant design, location and personnel.

Product Design. There will be a shift to more functional commodities which will lend themselves to automatic production.

Equipment and Factory Design. Emphasis will be on production of a family of similar commodities, with production lines planned to permit product-form change without retooling. Buildings should become smaller and more compact.

Personnel. Training will be longer and more costly. More technical background will be required at all levels.

"CANTON... An Important Metropolitan Market In Rich Northeastern Ohio"





THIS IS WHAT TO USE TO REACH IT!

The Canton Metropolitan Area is a lush \$500 million dollar market in which

there are two highly urbanized communities besides Canton. The buying power of this market's 80,913 families tops the national average by 19%.

These families spend 11% more on retail goods than the national average.

Another attractive feature of The Canton Metropolitan Area is the ease with which you can reach and sell it. The way to do it is in THE CANTON

REPOSITORY — 100% city zone coverage . . . 75% total market coverage.

THE REPOSITORY's power in its market has made it 5th in the nation and first in Ohio in retail food lineage! You know what advertisers demand to justify expenditure like this: results.

What food can do, you can do.
But remember this — if you're
not in THE REPOSITORY, you're
not selling Canton!



THE CANTON REPOSITORY

A Brush-Moore Newspaper Represented Nationally by Story, Brooks and Finley



CONSTRUCTION EQUIPMENT helps the Frank G. Hough Company sell more Payloaders to the industry.

It can help you increase sales tool



THE FRANK G. HOUGH CO.

PATA

LIBSETTVILLS, ILLINOIS

February 11, 1954

With every good wish for continued success.

Sincerely,

THE FRANK G. HOUGH CO.

makin L. Crawford Madison L. Crawford Advertising Manager

MC:BH

cc: Mr. Bill Baldwin

"Inquiries from advertisements showed a slight gain over the previous year but the resulting sales were more than double As a matter of fact, we were able to trace a larger number of sales to ads in **CONSTRUCTION EQUIPMENT than any** other single publication during 1953."





Not only INQUIRIES but

Construction Equipment

THE EQUIPMENT APPLICATION MAGAZINE

A Conover-Mast Publication, 205 East 42nd Street, New York 17, N. Y.



To keep in the running, the salesman with equipment for automation-type factories will find it more necessary than ever to be close to his customers and prospects and to learn their plans far in advance.

Thousands of job shops, that produce equipment only for specific applications, undoubtedly will find it is beneficial to advertise their facilities far more widely than they do at present.

Many companies that have been selling their equipment individually may see merit in teaming up with producers of related items in order to offer an automation package to purchasers of factory installations. Team-work sales may mean for many companies the difference between a profitable future and slow death.

The automation movement got its start in the factories of the industrial giants. The Fords have figured out what they want and said to equipment suppliers, "Build it to our specifications." The smaller factories will not be able to create their own automation setups. They lack the staff and the know-how. Here's a golden opportunity for industrial sales management and engineering to step in with "packages" and capitalize on a new kind of market. How many companies are thinking about it?

Now It's Easier to Hire Graduates

The buyer's market has come to the colleges, too.

"The pendulum has started swinging in favor of employers," reports Samuel H. Beach, director of placement, Columbia University, New York City. "The job market for college graduates is still very good, but the total demand for people is down and company representatives are being more selective this year."

There are advantages in this situation for both the companies doing the hiring and for the new employes. Sadly, the multiplicity of offers in recent years to all talented students has blinded them to their best career opportunities. A college graduate who has leaped into the wrong job, or the wrong industry, or the wrong location, soon finds it out, and both he and the employer are losers. Now, with fewer jobs from which to choose, the college graduate is under less strain to make a quick decision, and he should make a wiser one.

Starting salaries are still edging upwards. But, according to Beach, "salaries and security are not obsessions with our graduates, despite what many people have said. When looking around for their first jobs, they're interested first in the kind of work to be done, and second, in chances for advancement."

The change in the college job market undoubtedly will be a blessing to smaller companies, or to concerns which do not enjoy the instant recognition of a General Electric or Du Pont. Thousands of not-so-well known companies have fine career opportunities to offer, and the incomes of the top people compare favorably with those in the giants.

19,300,000,000

What does the figure mean? You're supposed to ask. It's approximately the number of dollars now held by the public in savings. It's a goal for salesmen to shoot at, and it has been imprinted on the calling cards of salesmen for Plomb Tool Co. (Proto brand tools) working for A. L. Platky, New York City zone manager.



ON ANY SUPPLEMENT SCHEDULE

DID YOU KNOW?

With its population of 508,000, Louisville is larger than a full dozen of This Week markets, and larger than all but eight of 33 Parade markets. The Louisville Courier-Journal Sunday Magazine has a greater circulation (300, 238) than half of the 25 American Weekly newspapers, and ranks above all but three of the 35 Parade newspapers, Readership figures are countries of the 35 Parade newspapers, Readership figures are countries of the 35 Parade newspapers. Readership figures are countries of the 35 Parade newspapers. Readership figures are countries of the 35 Parade newspapers. Readership figures are countries of the 35 Parade newspapers. Readership figures are considered to the second countries of the 35 Parade newspapers. Readership figures are considered to the second countries of the 35 Parade newspapers. Readership figures are considered to the second countries of the 35 Parade newspapers. Readership figures are considered to the second countries of the 35 Parade newspapers.

Send for your free copy of a new factual study of newspaper supplements. Write to: Promotion Department, The Couriet-Journal, Louisville 2, Kentucky.

* THE LOUISVILLE Conrier-Lournal SUNDAY MAGAZINE

Sunday Couriem Journal Circulation 303,-238 • Member of The Locally-Edited Group • Represented Nationally by The Branham Company.



- BLOOMINGTON'S DAILY PANTAGRAPH is carrier delivered in 83 cities and towns
- Second largest of 74 evening papers in Illinois*
- NOW SERVING A STANDARD METROPOLI-TAN COUNTY AREA of 121,779 people
- \$172,300,000 in retail purchases yearly by Pantagraph subscriber families!

Write for full information on important merchandising helps,

Represented by Gilman, Nicoll & Ruthman

BLOOMINGTON

(43,521 people) + (79,258 other people)

The Pantagraph

regardless of title

Mill & Factory serves the men your

salesmen must see to sell!

HERE'S THE KIND OF CALL REPORT YOU LIKE TO RECEIVE!

You probably have call reports, similar to this one, on your desk right now! That's because your salesmen know the combination of key executives to see in every worthwhile plant in their territories.

Like your salesmen – 1,645 sales engineers who build circulation for MILL & FACTORY, know that key buying influences are identified only after repeated personal plant calls. They have to know this in order to sell machinery, equipment and other products to industry.

These sales experts are able to build up-to-the-minute circulation lists for MILL & FACTORY, because they carefully select only proven buying influences to receive paid copies of the magazine.

This dynamic Conover-Mast Franchise Circulation Method assures you that your advertising reaches the men, regardless of title, your salesmen must see to sell.

A CONOVER-MAST PUBLICATION
205 EAST 42nd STREET . NEW YORK 17, N. Y.



The Oregonian is <u>first</u> in Portland Retail Advertising...

because the Oregonian REACHES MORE WOMEN with circulation leadership



OREGONIAN LEADS 2ND DAILY PAPER 9,019 City Carrier Delivery Leadership

4,025 Total City Zone Leadership

4,080 Retail Trading Zone Leadership

39,543 Total Daily Circulation Leadership

KEEP YOUR SALES GROWING WITH PORTLAND'S GROWING NEWSPAPER

the Oregonian

PORTLAND 1, OREGON

Largest Circulation in the Pacific Northwest

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT, INC 226,445 Daily 285,142 Sunday

Congress Has Made A Bet On Sales

When the Congress cut many excise taxes to a uniform 10% (major exception being home appliances reduced to 5%) it bet on manufacturers and retailers to make good on their promise.

"Cut excise taxes," business has in effect been saying to the Congress for many months, "and you'll give business a big shot in the arm."

So the Congress, happily enough on its part, has slashed excise taxes, and at present rates, will give up \$999 million in taxes at a time when the Federal deficit is rising.

Now business has gotten part of what it has asked for in the way of tax relief. And the Congress will be looking for the answer very soon to the question:

"Will the \$999 million in direct tax relief for consumers really stimulate business?"

The cover report on the Excise Tax Reduction Act of 1954 declares:

"The committee [Committee on Ways and Means of the House of Representatives] believes that this reduction will stimulate business and employment, not only in those industries directly affected by these taxes, but also in other industries, since consumers will pay less for many of these taxed items and have more money available for other purchases. Some of these taxes enter directly into business costs and a reduction of such costs is desirable."

We've never subscribed to the theory that a price cut automatically stimulates business. People buy products and services when they see more benefits in acquiring those products and services than in holding on to the money.

Many manufacturers and retailers have bought considerable advertising space and time to tell the public that the excise tax savings are being given in toto to consumers. Major exception: some theaters. Psychologically, of course, this action is good and the only one which keeps faith with the intent of the Congress.

What if the excise tax cut doesn't provide the stimulus that the Congress expects? It's not likely that the taxes will be restored, even though the government undoubtedly will need extra revenue if we are to balance the budget, a major 1952 Republican campaign promise.

But if the new tax rates succeed in bringing in larger revenues, because of increased sales, it probably will be fairly easy to persuade the Congress to lower excise taxes on other products, notably liquor and cigarettes.

The tax cuts provide business with further opportunities to show what it can do with the encouragement it has been asking for all these years. Doesn't this call for more and better sales and advertising by everyone in the distribution system?

DISTRIBUTOR'S EIGHT QUESTIONS

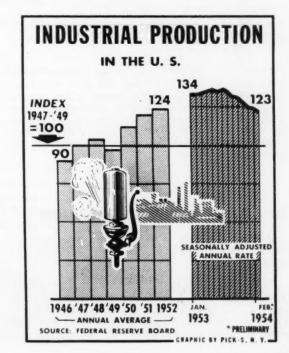
Can a manufacturer sell direct to industrial users at less cost than through distributors? A Newark, N.J., industrial distributor, Squier, Schilling & Skiff cites the case of one of its present sources. The distributor, in a survey, learned that it could sell \$600,000 worth of business to 1,424 of the manufacturer's customers at less than one-half the sales cost the manufacturer had been bearing.

Before Squier, Schilling and Skiff adds a manufacturer, it asks him eight important questions to determine the profitability of the prospective account:

"1. How much of a market for your product in our territory? And what is your relative position in the market? It is surprising how few manufacturers can give us these percentages. Yet they are important to our method of doing business.

"These figures tell us how much business there is to get and where to get it. We can then aim our sales calls at the best prospects. We can spend more time on good prospects, less on poor ones.

"They tell us what gross profits we can expect. What standing inventory we must maintain. How much of our warehouse space it will take up.



- "2. How much field sales help will you give us? Do you have an adequate sales training school at your plant to teach our salesmen how your product is made, what applications it has? Are you prepared to conduct sales training periodically at your warehouse?
- "3. How much advertising and sales promotion help to the distributor? How much and in what form? In space, direct mail, visual displays? In what magazines, when and where?
- "4. Do you believe in visual aids to selling? We have found them to be a highly effective means of product selling.
 - "5. Who is the competition? How strong in our area?
- "6. Who are our competing distributors? Do you set up distributors in a given area on an exclusive, selective or 'to-hell-with-the-hindmost' basis?
- "7. What is your price structure? Is it list and discount, net, based on quantity? Is it a workable structure or is it overly cumbersome? With some 1,200 billing computations to make a day, you can see that our account would be crippled by an outlandish pricing structure.
- "One manufacturer stated the price on his product as \$3, plus 24%, plus 11%, plus 8%, minus 12%, as the price to the industrial consumer. Yet he expected our 15 outside salesmen and 10 telephone salesmen to talk intelligently on the price of the product!
- "8. How legible is your packaging? Important for our warehousing efficiency! Are your labels legible and color coded for fast, easy selection from warehouse shelves? Or does the stock picker have to climb up close and squint in order to avoid error?"

Squier, Schilling & Skiff represents 21 manufacturers and sells \$4 million a year with 85 people. It handles grinding wheels, drills, taps, dies, gears, pulleys, and saws.

"We don't try to increase our sales by adding new manufacturers' product lines," says Howard B. Begg, general manager. "But we do concentrate on doing a better job for our 21 each year."

Incidentally, this distributor, though it covers Northern New Jersey with its 15-man sales force, sells 1,661 customers (by mail) in places as distant as Los Angeles, St. Louis, and Chicago. Obviously distributors in those cities, and the manufacturers they represent, are slack in working their markets. Perhaps neither they nor their suppliers ask the eight key questions—or know the answers.

10% DOWN NOW BUYS VACATION

Installment finance selling has just been given a typically American twist by Pan American World Airways.

Now you can step into one of Pan Am's 1,500 authorized sales agencies, plunk down \$60.18 and within 48 hours, if your credit is good, buy a round-trip ticket to Paris costing \$601.80. You can have up to 20 months to repay, but if you want to clear up the debt in 12 months,

your monthly repayment is \$50.40. It's that simple.

This year upwards of 750,000 Americans will swarm over Europe and they will spend more than \$1 billion. Up to now they have had to save their trip money in advance, or borrow it from Aunt Ethel.

We have a hunch that the 10% down and 12 to 20 months to re-pay will stimulate additional thousands of tourists to take their two-week fling in Europe instead of at home.

National Airlines, several years ago, made a real place for itself on the New York-Miami run with the invention and promotion of its piggy bank vacations. The idea quickly caught on and has proved a boon to all airlines, hotels and other businesses, creating a year-long demand in what had been considered only a seasonal market.

THEY SELL IN THE HOME DESPITE TV

Do your salesmen make calls in the evening in the homes of prospects? They might like to borrow some ideas from agents of the Farm Bureau Insurance Companies, Columbus, O.

The prospect thinks he is far more interested in watching TV than to listening to your salesman's story. So your man can do one of three things:

- 1. Lure the prospect away from TV.
- Sit down, join the family, relax, and watch TV yourself.
- 3. Ignore TV and gain the prospect's attention by talking in a low voice, or out-shouting TV.

Now here's how several Farm Bureau Insurance agents handle the problem:

Cincinnati: "My first statement on any call where TV is showing is, 'Can we use the kitchen table or another room that has a comfortable table to write on'?"

Philadelphia: "Sometimes I arrive during a program the prospect himself wishes to see and then I suggest (if the program is not too long) that we wait until it is over. I make use of this 'dead time' by sizing up my prospect, noting his taste in furnishings, books, and taking special note of pictures of children. I am able later to discuss things I know to be close to the heart of the prospect."

Buffalo: "I started with the presentation, believing that the TV set would be turned off at the end of the program. It wasn't. So I talked louder and louder than the TV, and walked out two hours later having sold a \$5,000 family income policy—but I was completely exhausted."

Cleveland: "I was permitted to talk only during commercials. Believe me it wasn't easy to pick up the thread of a proposal every 10 minutes . . . worst of all, I had to limit my pitch to 20 seconds to one minute!"

JOHN H. CALDWELL Associate Managing Editor

1,310,000 IOWA PEOPLE

read THE DES MOINES SUNDAY REGISTER

(more than 500,000 copies)

Your Best-Market People, too!

82% of all lowa's upper and upper-middle income people — 68.4% of all lowa people!

. . . As reported by the Advertising Research Foundation in its first statewide audience study of 14 Sunday newspapers circulating in Iowa.

For complete facts on where these people live, what they earn, what they own, see "A Study of the Des Moines Sunday Register Audience in Iowa." For details on how to get your copy, write Advertising Research Foundation, Inc., 11 West 42nd St., New York 36, New York,

THE DES MOINES SUNDAY REGISTER

... an "A" Schedule Newspaper in an "A-1" Market
Gardner Cowles, President

Now competitors like cans but not Walter Mack's



See What Canned Pop Is Doing to Bottled Soft Drinks!

So you think your industry is unchallengable? Walter Mack, who bulled Pepsi-Cola into second spot with unconventional methods, is at it again with canned pop. Pabst beer has just taken the plunge. Will food processors jump in?

Nobody really expected to see soda pop in cans, least of all the bottled carbonated beverage industry. But in May, 1953, an old-line soft drink company started soda pop rattling to market in no-deposit, non-returnable metal containers.

It was Walter S. Mack who lit the fuse. If the fire sizzles up to the big pile of dry powder the industry's bottling tradition p'ay explode. It may have, already. Here's why:

In the 11 months since Mack's Cantrell & Cochrane Corp. introduced Super Coola and four other soda pop flavors in metal containers, no fewer than 25 companies have experimented with cans, are definitely planning to "go cans," or are already marketing at least a portion of their volume in cans.

The C & C operation, begun in the New York City area, has already hit Los Angeles.

Pabst Brewing Co. ("What'll you have?"), through its subsidiary, Hoffman Beverage Co., Newark, N.J., stepped into the canned soft drink picture last month with two Tap-a Cola drinks. Pabst is the first national brewer to enter.

Another brewer, Van Merritt Brewing Co., Burlington, Wis., begins to market five canned soft drinks this month, is spending \$1 million for production equipment.

A Western brewer, Sheridan Brewing Co., Sheridan, Wyo., has halted its canned beer operations and jumped headlong into canned soda

Anticipating what might happen,

Food Engineering, in February, put it in writing: "Brewers," the magazine suggested, "better watch this one."

Intra-industry wars have flared up. Two of the biggest can manufacturers are at odds over which can is best—the flat-top or the cone-top. Mack is abandoning traditional methods of distribution, is "bypassing the regional bottler" and using "big-grocery methods to merchandise and distribute" canned Super drinks. The glass interests are obviously unhappy.

The bottling industry, conscious of its \$50 million inventory of bottles, washing equipment and wooden cases -and binding contracts with hundreds of independent franchised bottlers--is thoroughly disturbed, despite its power. There are 6,000 bottling plants in the country; annually, they turn out about 1.3 million cases of carbonated soft drinks, with sales estimated at \$1 billion. And this year the industry will invest over \$75 million in consumer and trade advertising. That's a 4% increase over 1953. A big part of that budget, Bottling Industry infers, will help combat the



Others take the cue, "go cans"



Now metal containers compete with glass

"major inroads" canned beverages have already cut into the established market.

Until now, all but a fraction of soft beverage volume has been marketed in glass. The method of distributing and selling soft drinks has changed little since 1886, when The Coca-Cola Co. devised its franchise system with bottlers on the basis of how far a team and wagon could travel in a day's time to deliver and pick up bottles. Since then there has been only minor change in bottle design — trucks, super markets, self-service and electric refrigerators to the hindmost.

Chain Reaction

11

In addition to Pabst, Van Merritt and Sheridan, here is a partial lineup of those who have taken the cue from C & C:

-Mi-A-Me Canned Beverages, Inc., Miami.

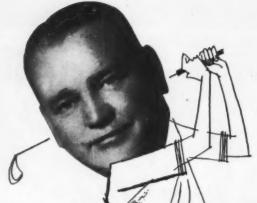
—White Rock Bottlers Co., Los Angeles, is now marketing canned drinks in California and the Pacific Northwest.

—Mission Dry Corp., another Los Angeles firm, is distributing canned pop in Oakland, Sacramento, Tacoma, Spokane, Philadelphia, Chicago, Springfield (Ill.), Milwaukee, Minneapolis, Denver.

—Dad's Root Beer, Chicago, already established nationally in glass, (Continued on p. 146)



Biggest soft drink consumers, kids, may go for cans in big way



Lose the game and win the order? A nice point of ethics and sportsmanship. A famous competitor, relaxing on the 19th hole, gives it to you straight . . .

How to Play A Customer's Game of Golf



By Vincent Richards*, Vice-President, Dunlop Tire & Rubber Corp.

The subject of customer's golf reminds me of the cartoon I saw in the papers a few days ago. It showed a man on his knees, pushing a golf ball along with his nose. Two men are watching him and one says to the other:

"He'll do anything to lose when he's playing his boss . . . even use his nose in place of the club."

Just change the word boss to customer, and you have an exaggeration of a situation which happens very frequently. But not always. Just about the same time I saw another item in a column, about the man who lost a \$2 million account because his prospective client was insulted when he realized the salesman was trying to throw the match.

What they say about catching flies is still true on the golf course. The percentage is considerably in your favor if you use honey with which to catch your fly, instead of vinegar. But to throw a match you must be skillful.

There actually is no one set of rules for playing a customer's game of golf. It depends upon the customer. That means you have to study him as a golf opponent just as carefully as you study him in a business way. You may have to let one client win. With another client you might do yourself more good going all out for victory.

However, never grab for yourself the edge in handicapping when playing a customer. This isn't a game with the boys, where half the fun comes in the fight for strokes, which begins in the locker room and sometimes carries throughout the round.

I think the safest procedure in a customer's game of golf is to try to play your best at all times, and be genial about it. The pleasant golfing companion is always the best one for any round of golf, customer's or otherwise. That's true whether you are a top handicap golfer, one playing in the high 80's or a duffer who has trouble breaking 100.

When you step onto the tee you must put out of your mind the business potential of your client. He now becomes a golf opponent. So be pleas-

ant. Play your best. And trust to luck for the rest.

The combination of pleasantry and luck is the best parlay for business I can think about. It reminds me of a Long Island insurance man who was his club's champion at the time of this incident.

He occasionally noticed a little old man all by himself. He paid little attention to him, but recognized the man one night when the two were on the train returning from New York. They passed the hour or so talking of many things, including golf.

The following Sunday, the champion was late arriving at the club. He had been out late the night before. He had no match waiting for him. Looking around for someone with whom to play, he noticed his train companion of a few nights previously. He invited him to join him.

"Oh no, I can't play," said the little old man.

"Have you got a match?" asked the champion.

"No, but I'll spoil your game," said the little old man.

"Don't be silly," said the club champion, "You can't spoil my game. It'll be a pleasure to have you keep me company."

The two teed off. The champion

^{*} Fifty-one-year old Vincent Richards, at age 15 teamed up with Bill Tilden, age 25, and won the National Doubles tennis championship. He's sold a million dollars of life insurance (for Equitable), been an agency manager. For the past 25 years he has been associated with Dunlop, a big seller of golf, tennis and other sports gear. Richards shoots in the 80's.

didn't even know the name of the little old man. Naturally, the old fellow was a horrible player. As the champion told the story some time

later:

"I don't usually tell other people how to play. That's a job for the club pro. But he was so bad that I had to tell him a few basic facts about the grip and the stance. Just those tips helped his game because there was so much room for improvement. He had never before broken 120.

"I think playing with him did even more. It gave him the confidence he had previously lacked. From there he improved so much that he won the club Class C championship. The man was so grateful that he gave me an order for a \$1 million insurance policy. Our round of golf began a friendship which also resulted in his giving me all the rest of his personal and business insurance. And all I did was to play a friendly round of golf with a man when he also was doing me a favor by keeping me company.

That incident points up a good moral. If you're as nice and considerate on the golf course as you should be in your everyday conduct you'll help yourself a great deal in business.

I suggested before that you never grab the handicapping edge for yourself. Here I'd like to say a word to the customer who may be reading this. Don't jump to quick conclusions. I remember very well having Bob Harlow, of Pinehurst, as my partner in a match several years ago. This was one of those outing tournaments and we were playing two strangers. There was the usual ex-change of handicaps. Each of our opponents claimed 16 strokes.

By the end of the second hole Bob and I were exchanging odd looks. These two fellows were hitting the ball long and straight off the tee. They were deadly with their approach shots to the green, and they were sinking putts from all over.

They had us clobbered by the end of nine holes. One of our foes had shot a 39 and the other a 41. Both kept shouting that they'd never played such good golf before, but Bob and I didn't believe it. If we were clients at that particular time, I guarantee you that they would have lost our business.

But came the second nine and the rude awakening. I don't have to go into details, except to say that one of our opponents finished with a 96 and the other with a 99. Bob and I have remarked about that incident a number of times since. Luckily, we had exchanged our thoughts only to each other and thus avoided being embarrassed.

I need not remind you about the many caddies who have gone far because some golfer took a liking to them. Anyone who ever played golf can tell you his own version of a caddy-to-riches story. One of the top publicity men in the sports field, Arthur E. "Red" Patterson, of the New York Yankees, got his start in the newspaper business because a Herald-Tribune editor liked the way he caddied. Red moved up from

One of America's most famous amateur golfers, Willie Turnesa, also is a successful business man. Willie is more than a fine golfer who won the U.S. and British amateur championships during his career. He has always been pleasant golfing company. The result: Ugo Reinach, a prominent business man, took a liking to him and give him his start.

There are cases where even professional golfers have done such a good job of personal relationship that it became worth-while for them to leave the field of competition to devote themselves entirely to business.

One of the most prominent pros to give up competition was Harold McSpaden. McSpaden, in the mid-40's, was second only to Byron Nelson as a money winner on the pro circuit. But Jug became known to Elmer Ward, head of the famous Palm Beach Co. Ward brought him into the business. Jug did so well that he gave up competitive golf and even went to Harvard Business School to take special courses in merchandising.

Golf has become such a great business asset that maybe we ought to tell our children to forget about college and become expert golfers!

Ike's Foursome Gave Us the Idea

President Eisenhower is the direct inspiration for Vinnie Richard's article, "How to Play A Customer's Game of Golf."

Last year one of SM's editors lunched with C. J. Symington, chairman, Symington-Gould Corp., and the uncle of Senator Stuart Symington (D. Mo.) The day before Stu Symington had golfed with President Eisenhower. Ike beat him. Mr. Symington, a Republican, kidded his nephew by expressing mock shock that the Senator, a good golfer and Democrat, had played a "customer's game of golf." This story set in motion a train of thought.

Because 55% of SM's subscriber's play golf, we thought we would open the 1954 national golf season with a little "how to" on top level business

We're glad we did because now along comes Bob Hope in his fabulous biography, "This Is On Me," in The Saturday Evening Post (April 3, 1954) with this account of President Eisenhower's foursome which gave us the idea.

But of all the memorable things which have happened to me on a golf course, the round I played with Ike Eisenhower in 1953 is the topper. I was in Winnipeg, Canada, when Stu Symington called me long distance and asked, 'Can you be in Washington on Derby Day?'

"'I'm planning to be at Churchill Downs with Bill Corum on that day,

"Better switch it,' he said. 'You're going to play golf with the man in

the White House.'

"I went down to do a performance at the Blue Grass Festival at Lexington, Kentucky. I spent Friday the day before the Derby - at Churchill Downs, then flew to Washington to be there on Saturday. The President, Senator Bush, of Connecticut, Stu and I made up a foursome. You're never lonely playing with Ike. Three or four Secret Service men ride along in your golf bag to make sure you don't swing your clubs too wildly. I pulled J. Edgar Hoover out of my bag three times. But playing golf with a President is handy. If you hit a ball into the rough and it stops near a tree, the tree becomes a Secret Service man.

"When I played with Ike in Washington, I asked, 'What do you want to bet?' He said, 'I usually play for a dollar, dollar, dollar, 'For those who don't understand such basic matters, this means that a dollar is wag ered on the first nine, another dollar on the second nine and another dollar on all eighteen holes. 'Funny thing,' Ike went on, 'I've just lent a million and a half dollars to Bolivia, and here I am playing for a dollar,

dollar, dollar'."



General Foods Elects a New "Sales" President

General Foods Corp. has just observed its 25th anniversary by making news in three directions:

1. On Sunday evening, March 27, GF held a 90-minute nationwide TV party;

2. That same weekend, GF finished the big job of moving its headquarters from New York City some 25 miles north to White Plains, N.Y., and

3. At a directors' meeting on April 7, GF picked its fourth president (left) in a quarter century.

Charles G. Mortimer, executive vice-president since February 1952, was elected president to succeed Austin S. Igleheart, who becomes chairman of the board. Igleheart replaces Clarence Francis, who continues as a director and member of the executive committee. Colby M. Chester is honorary chairman.

Charlie Mortimer maintains the "sales executive at the helm" policies which have multiplied General Foods' sales in this quarter-century from \$128 million in the calendar year 1929 to nearly \$800 million in the fiscal year ended March 31.

Now 53 years old, Mortimer joined General Foods in 1928, after sales experience with R. B. Davis Co. and advertising experience with the former George Batten agency (later merged into BBDO). In 1938 he became corporate advertising manager, and later vice-president in charge of all GF's marketing functions.

He is a former board chairman of Association of National Advertisers and of the Advertising Council.

The Charlie Mortimers have three sons, a daughter and two granddaughters. Among other contributions to the food industry, he produces milk and breeds Holstein-Freisian cows at his farm in Sussex County, N.J.

Harry Phillips Will Direct Time's Sport Magazine



The biggest publication baby Time, Inc., has borne since Life will arrive in August, as a still-untitled sport weekly. The magazine will cover the whole range of participation and spectator sports, from baseball and boxing to following the hounds. Master of the Hunt for advertising and circulation, is Harry H. S. Phillips Jr.

As advertising director of *Time* for the past decade, Harry built its advertising volume to more than \$35 million a year. A native of Maplewood, N.J., he attended Wesleyan University in Middletown, Conn. (class of 1925), of which he is now a trustee. His business life has been spent in advertising, first with N. W. Ayer & Son advertising agency and then *The New Yorker*. He joined *Time* as an advertising salesman in 1936, and the next year was made advertising manager of the new *Life*. Since 1941 he has been successively associate advertising manager, advertising manager, director of advertising for *Time*.

His own active sports are golf ("around 90"), sports and sailing. He gets to base-ball, football and hockey games, horse races and boxing matches; watches wrestling on TV, and admits to enjoying women's roller derbies. He doesn't play canasta or scrabble.

McNamara Carries Milk "On Both Shoulders"

Up from Savannah, Ga., via Washington's Georgetown University, R. Reid McNamara has just capped a record year in volume as general sales manager of Sealright Co., Inc., Fulton, N.Y., by being elected vice-president in charge of sales and a director of Sealright's parent company, Oswego Falls Corp. Sealright is the world's largest maker of glass milk bottle caps and closures.

Reid says, store milk is "going paper." (He is shown here holding the company's Sealking plastic-coated paper milk carton.) But he believes housewives, for years to come, will still want their home deliveries in glass. His "milk on both shoulders" policy: Have Sealright's sales force and advertising help customer dairies increase the house-to-house business and get consumers to reach for Sealright containers in stores.





Restyling Moves Accent Into the Big Supers

Want to get into high-volume grocery outlets? Find out what your existing package does not do. Then, like Ac'cent, you may build awareness into your what-is-it product.

BY MILTON IMMERMAN Partner, Walter Dorwin Teague Associates

Can a new package be used to change the marketing pattern of an established product?

The answer to this much-more-than-\$64 question is "Yes . . . H"-

If the package design is considered as more than a face-lifting operation. If the new package tells the product story better than the old package.

If the new package is designed to do a better job of meeting the needs of new marketing channels. If the new package is co-ordinated with a new sales, advertising and merchandising policy geared to the new channel of distribution.

These "Ifs" pose questions that are not easily answered in the case of many consumer products. Research often shows what an existing package does not do. But only creative sales and marketing can come up with the answers as to what should be done. And only creative advertising, mer-

chandising and design can create the physical visual and verbal devices for doing the job.

The word "creative" is stressed here as directly opposed to any sliderule approach to packaging. Not that the rule book is to be thrown out of the window. Rules are, after all, a summary of experience. The rules of experience are useful as guides in meeting a new problem, not as hard-and-fast determinants.

The following case history, the story behind the new Ac'cent package now being introduced, is presented in that spirit.

For centuries, every Chinese cook who had more than a cupful of rice to work with has known the secret of "soup powder"—a protein called "mono-sodium glutamate" which has no flavor of its own but brings out the flavors of all foods.

But it wasn't until recent years that the product came into widespread use in the United States, and

then largely by institutional users, food-packers and restaurants. A handful of food editors and home economists was largely responsible for stimulating consumer interest in MSG with a series of recipes and

articles in the 1940's.

It was 1948 when the Amino Products Division of International Minerals and Chemical Corp., the principal manufacturer of bulk MSG. introduced its own consumer brand, Ac'cent. Total sales and distribution expanded rapidly - from 750,000 pounds in 1943-44 to nearly 8 million pounds last year. With a total advertising expenditure (first through J. Walter Thompson Co., now Batten, Barton, Durstine & Osborn) of only \$1,100,000 during that period, Ac'cent far outstripped any competitors and achieved distribution in 75% of the nation's grocery outlets.

The story was one of thorough distribution, sales leadership, increasing volume-a good profit picture.

Good Not Enough

But it wasn't good enough for IMC's vice-president, J. R. T. (Toby) Bishop who heads Ac'cent. His aim was to expand Ac'cent's distribution from the low-volume specialty groceries to the high-volume super markets. And to help do this, in 1951 he retained Walter Dorwin Teague Associates to do a "face-lifting" job on the Ac'cent package.

The old Ac'cent package (see photo) was a rectangular can of stock metal. The color combination of red and gray was dignified and un-

appetizing.

By and large, Ac'cent was displayed in the spice section only. There it became a sort of "what-isit?" product, surrounded by seasonings with strong flavors of their own, while Ac'cent itself adds no flavor other than that inherent in the food.

The first advertising slogan for Ac'cent-"Makes food flavors sing" -was the basis for the package design, displays and media advertising. Musical notes danced on the package and in the advertisements to visualize this slogan.

At first analysis the old package seemed to fall short of mass selfservice merchandising needs in at least

four respects:

1. The old container was just that -a container alone. The new package obviously had to combine the functions of holding the product and stimulating impulse sales, whether standing alone or in a mass dis-

2. Because of the nature of the product the new container needed to describe Ac'cent more clearly and give a better idea of its use.

3. If possible, the new container should enable Ac'cent to gain displays in better locations in the store and increase turnover. This became increasingly evident as we studied the distribution picture. Of the 75% of all grocery stores handling Ac'cent, few of them lacked inventory, were out-of-stock very often, or neglected to reorder. But the product was usually stacked on inconspicuous shelves in the spice section only.

4. It became obvious that the old package did not lend itself to mass marketing techniques. In stack displays it was forbidding. There was no area for rubber-stamp price-marking on the top of the can, so essential to self-service super markets. One requirement for the new package, therefore, was that it be adapted to mass marketing techniques.

These criteria were arrived at by the designers in their initial "firstlook" study and became the specifics for the objectives set forth by Toby Bishop. And it is probable that a fairly good package might have resulted from taking off from this fourpoint perspective and going directly to the drawing board.

But with so much at stake in the new package design, a simple face-

lifting job seemed risky.

So Walter Dorwin Teague Associates sent teams of designers into the field to interview store managers, institutional users and consumers in four suburban towns: Bay-shore, L.I.; Teaneck, N.J.; Hartford, Conn.; Tarrytown, N.Y.

Some of their findings simply confirmed the four points with which we had started. But others revealed even more basic information and set a fundamental direction for the package design.

Here is a quick run-down of the results of the survey and our recommendations based on these results:

Ac'cent was not displayed in its display-shipper carton in most outlets. It was too large to warrant shelf space in many high-volume stores. In others, because there was no room for rubber-stamp price-marking on top of the cans, the cans were removed from the carton for marking and the display thrown away. Where the display carton was used outside the spice section, sales were up 50% and more, indicating a substantial potential impulse sale.

Recommendation: Reduce the perimeter dimensions of the display carton and make both carton and package a self-stocking salesman for Ac'cent. Also provide essential area for prominent and convenient pricemarkings.

Dealers resented the necessity for explaining to consumers what Ac'cent is and does, although most of them were familiar with the product and

thought highly of it.

Recommendation: Play up the name Ac'cent prominently, with MSG also important but slightly subordinate. Change negative copy saying what it is not to a positive description of the product: "brings out all the natural flavor of your favorite foods." Use illustrations to emphasize uses of the product, especially in budget-type meals, with illustrations on display changed periodically (macaroni and cheese one time, meat loaf the next, etc.). Reinforcing copy should also stress economy: "glorifies budget-priced meals for less than 1/10c per serving.

The distribution pattern placed heavy emphasis on the four-ounce and eight-ounce packages. But it was the smaller one-ounce which was most suitable for shelf display in highvolume outlets, and also lent itself to

sampling new consumers. Recommendation: Put major emphasis on one-ounce size for sampling, and on four-ounce and eight-ounce

for continuity of purchase.

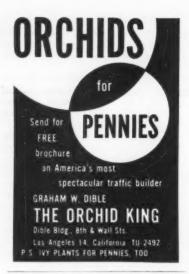
Consumers

(Our teams of designers made certain of hitting the heart of the market by interviewing only those housewives who: (1) carried their own bundles; (2) did their own shopping; (3) stated that they cooked the family meals themselves. Only those interviews where full information was obtained were tabulated.)

More than half the consumers interviewed had never heard of Ac'cent. Of those who had heard of the product, less than half used it. And of those who had heard of it and did use it, most of the penetration came from magazine advertising or wordof-mouth. A small number had been influenced at the point-of-purchase.

Recommendation: The fact that there is a vast potential market still untapped points up the importance of sampling at the point-of-purchase and of increased displays for more impulse sales. All recommendations based on our dealer survey are important from this consumer angle as well, especially concentration on the one-ounce size.

The influence of media advertising and word-of-mouth in creating new customers means that the Ac'cent logotype and format must be simpli-





HOW TO GET VOLUME BUSINESS
If you seek maximum results from your advertising (and anything less means expensive waste), you can read with profit "A Short Cut To Business Success". This dynamic brochure discusses the vital element that 86ts volume business without additional expense. Your copy will be mailed on request, without charge or obligation. No agent will call on you. The Helpful Press, 2212 Cuming St., Omaha, Nebr.

The Lost Sale

Get your copy of a new booklet based on the famous "Lost Sale" Quiz appearing regularly in Sales Management called "The Lost Sale." It contains 16 sales cartoon quizzes bound in a handsome, two-color booklet.

Prices: \$1.00 per copy up to 11 copies; 80c per copy 12 to 99 copies; 60c per copy 100 or more copies. Send order and check to Sales Management, 386 Fourth Ave., New York 16, N.Y. fied, so that consumers who have heard of the product can spot it easily in the stores and be reminded to buy.

Regular users of Ac'cent tend to buy larger-size containers for economy and convenience.

Recommendation: A family identity must be built up for all sizes of Ac'cent packages and a long-range program instituted to shift emphasis from the one-ounce to the larger sizes as the market is expanded.

Despite the concentration of most container manufacturers on stock metal or cardboard cans with metal shaker-pourer tops, housewives do not like these containers. Moving the guard at the top breaks fingernails, is inconvenient and generally unsatisfactory.

Recommendation: Here the consumers themselves made the recommendation and actually dictated the type of the container. Models of almost every conceivable kind of container, with and without a shaker-pourer top, were shown to the housewives. The final design was not a straight ballot-box majority-rule selection, but a combination of the best features of each of the most favored containers.

The first hurdle to be overcome in designing a new package and display-shipper was that of the conventions of container manufacture. They all said that any departure from established forms would be expensive. We believed it was necessary. The final design used a plastic top on a cardboard container and actually cost less per gross shipped than conventional packages.

Instead of red and gray, a bright and cheerful red and white combination was used, with a scallop effect intended to suggest use in the kitchen.

The shaker-pourer top was designed so that it would be much easier to use than any existing container.

Copy on the display shipper and container, as well as on the display illustration, was designed to tell the product story quickly and positively.

The photo, in black-and-white, tells only part of the story of the change. But it's worth looking over carefully.

Once the package was created and approved, it was put to a final test before going into full production. The test worked this way:

Two cities, Houston and Detroit, were selected for a pilot operation. In each city, the cooperation of chain and independent grocers was obtained for a dual test in a total of 50 supermarkets. One-half of all the stores had their distribution controlled. Store managers were told how to dis-

play Ac'cent and requested to put it in locations other than the spice rack—for example, meat counter, frozen food cabinet, etc. The other group was uncontrolled, just shipped the new package with no special instructions or promotion.

In both controlled and uncontrolled stores, sales showed a substantial increase. The uncontrolled stores, of course, provided the best index since no grocery manufacturer can hope to control display through all his outlets. Here almost every one gave Ac'cent improved display in more varied locations. Evaluation of the sales shows 200% increase.

Around this new package, Ac'cent has built a co-ordinated long-range sales, merchandising and advertising program. The package is the central element in this campaign.

International Mineral and Chemical's first quarter expenditure on advertising this year was \$350,000—equal to a full year's budget up to now—and a heavy promotional pace is being maintained. Consumer magazines, newspapers, business papers, and *Today* on NBC-TV are all built around the new copy theme of "Brings Out All the Natural Flavor of Your Favorite Dish." The musical notes are still there as a reminder, but subordinate.

"Sample" Is Best Seller

The one-ounce package is the bestseller in the line, but it is treated as a sampling device.

The impact of the new package on consumer media has led to a new treatment of the institutional packages, the bulk containers for restaurants and food packers. (We found, for example, that even some restaurant chefs who used the product weren't fully aware of its value on all foods. They tended to stick to one dish like soup. There was even one chef who complained to our interviewer that Ac'cent made poor chicken soup; it turned out that he wasn't using any chicken.)

All this is supported by an intensive dealer and consumer educational campaign.

Everything we've learned so far indicates that with the new program Ac'cent can move into the large-volume super markets and greatly expand its distribution and market many times.

There's only one more test to be made—the test of the market place. And many of the answers to that will be forthcoming in the next few months.

The End

How are you going to tenderize today's tough buyers?

Some buyers can, like beef, be tenderized by pounding. But with both beef and buyers you get better results by proper feeding...and the feed that tenderizes buyers is information that helps them understand values.

In this buyers' market (and it's really a market of choosey, deliberate buyers, seeking good values) some sales managers are going to stampede their salesmen into an attitude of pugnacious pounding.

They'll get some business that way, too. But high-pressure selling is high-cost selling. And business secured that way is wide open to competition, especially competition that sells by relating its product to prospects' interests and needs, rather than beating them over the head with arguments.

"Ditch-Digging" Advertising can help soften up your prospects

Since the crux of low-cost selling in today's market is helping buyers understand the values of your product to them, the obvious starting point is to find out what they think about the product now. How sure are you just which features most appeal to most of your prospects, and to what extent this changes by types of people within different markets?

Isn't it possible that the changing scene has brought about viewpoints with which you are not completely familiar?

Isn't it possible that vast groups of your prospects harbor prejudices about your product which, if you knew what they were, would define the obstacles that are blocking sales and dictate greatly improved sales and advertising approaches?

These are the things that must be known before you can determine what to say and how to say it — before you can know what the best forms for feeding this tenderizing information might be (whether booklets, magazines, direct mail, radio, sales presentations, counter displays, or what).

This agency is equipped to work with any Sales Manager who wants to do a hard-selling job with dispatch and economy. We can get going fast—and with the least possible drain on your time. If you'd like to discuss how Ditch-Digging Advertising works to boost sales for any product that's worth its price, just let us know where and when.



THE SCHUYLER HOPPER Co.

12 East 41st Street, New York 17, N.Y. • LExington 2-3135

"'DITCH-DIGGING' ADVERTISING THAT SELLS BY HELPING PEOPLE BUY"

America's Class News Magazine

BIGGEST PAGE GAIN
IN ITS FIELD

America's Class News Magazine

SECOND ONLY TO "LIFE"
IN TOTAL PAGE GAINS
AMONG ALL MAGAZINES



FIRST IN ITS FIELD
IN FINANCIAL
ADVERTISING



CARRIES THE ADVERTISING
OF MORE PETROLEUM
COMPANIES THAN ANY
MAGAZINE IN
THE FIELD



BIGGEST GAINS IN
BUSINESS AND INDUSTRIAL
ADVERTISING AMONG ALL
MAGAZINES



MORE COMMUNICATIONS
AND PUBLIC UTILITY
ADVERTISING THAN ANY
OTHER MAGAZINE



SECOND ONLY TO
"BUSINESS WEEK" IN
INDUSTRIAL EQUIPMENT
ADVERTISING



FIRST IN ITS FIELD IN MEDIA PROMOTION ADVERTISING



GAIN SINCE 1946 OF ANY MAGAZINE IN ITS FIELD



LARGEST NEWSSTAND
GAIN SINCE 1946 OF ANY
MAGAZINE IN ITS FIELD

NOW MORE THAN 675,000 NET PAID CIRCULATION

BY ANY

Americais Class News Magazine

FIRST IN BUSINESS AND INDUSTRIAL ADVERTISING AMONG NEWS WEEKLIES



MORE INDUSTRIAL
DEVELOPMENT ADVERTISING
THAN ANY OTHER
MAGAZINE



MOST PAGES GAINED IN PASSENGER TRAVEL ADVERTISING AMONG ALL MAGAZINES



SECOND ONLY TO "BUSINESS WEEK" IN MANUFACTURERS' MATERIALS AND SUPPLIES



BIGGEST GAIN IN AIRLINE ADVERTISING AMONG ALL MAGAZINES



FIRST IN TRADE
ASSOCIATION ADVERTISING
DIRECTED TO BUSINESS AND
INDUSTRY



MORE AVIATION AND EQUIPMENT ADVERTISING THAN ANY OTHER MAGAZINE



PASSENGER CAR
ADVERTISING
IN ITS FIELD

Above facts are matters of public record, based on Publishers Information Bureau reports for the full year 1953 and comparisons of Publishers' Statements to the Audit Bureau of Circulations.

Advertising offices at 30 Rockefeller Plaza, New York 20, N. Y.. Other advertising offices in Boston, Philadelphia, Cleveland, Detroil, Chicago, St. Louis, San Francisco, and Washington.

IT'S GOOD BUSINESS TO BUY ON A RISING MARKET!

A MARKET NOT DUPLICATED

ARKET!

America's Class

America's Class

News Magazine



Foundry's PLUS 5 SERVICE

will help give your sales a boost wherever metals are cast

What is PLUS 5? It's your key to more business from foundries. It gives every FOUNDRY advertiser a bonus he can get from no other source. Here is help in analyzing this market-studying sales territories and potentials-planning the sales effort -and creating a constructive promotion program to the 5 billion dollar foundry market. It's time to take a new look at this market-and at the unusual selling aids we have for you. Say PLUS 5 to your FOUNDRY representative and he'll show you this 5-step program designed to move more of your products into foundries.

sales development service

Penton Building, Cleveland 13, Ohio

EXECUTIVE SHIFTS IN THE SALES WORLD

Bigelow-Sanford Carpet Co., Inc. . . .

Clifford B. Seeman to sales manager for Bigelow rugs and carpets, from central regional sales manager; Walter B. Guinan to sales manager of national accounts for the company's carpet divisions.

Calvert Distillers Corp. . . .

Jack S. Wachtel to manager of field merchandising, a newly created department, from assistant sales promotion manager.

The Carborundum Co. . . .

F. Jerome Tone, Jr., to senior v-p; a member of the board of directors and v-p sales since 1942. Frederick T. Keeler to director of sales, from director marketing branch, sales divi-

Domore Chair Co. . . . Charles B. Pearman to v-p.

Everywoman's Magazine . . .

Kenneth J. Mason to promotion director; formerly director of promotion and merchandising, Crowell-Collier Publishing Co. and advertising promotion manager, the New York World-Telegram & Sun.

Fairbanks, Morse & Co. . . .

J. A. Cuneo to v-p in charge of sales, from general sales manager; with Fairbanks, Morse since 1929.

General Motors Corp. . . .

R. H. Smith to sales manager of laundry equipment, Frigidaire Division, from zone sales manager.

Grey Advertising Agency, Inc.

David Mayer to director, sales promotion division, from national merchandising manager, Calvert Distillers Corp.

The Gruen Watch Co. .

Maury Ash to v-p and director of sales, from asst. director of sales.

Koppers Co., Inc. . . .

Ralph Winslow to departmental v-p, from manager, public relations.

Magnus Chemical Co. . . .

E. H. Peterson to sales manager, from asst. to the president.

The Maytag Co. . . .

Faber H. Cripps to assistant manager of product and market planning; formerly a regional sales manager.

Olin Industries, Inc. . . .

Charles H. Schminke to field sales manager, Ramset Fasteners, Inc., a division of Olin; formerly district sales manager, Lyons Metal Prod-

Owens-Corning Fiberglas Corp. . . .

Dan E. Morgenroth to manager of general construction materials sales.

Pittsburgh Plate Glass Co. . . . William T. Carey to director of sales, petroleum and transportation finishes in the paint division; John A. Burke, Jr., to asst. director.

Reinhold-Gould, Inc. . . .

Charles Lander to executive v-p and general manager.

Seabrook Farms Co. . . .

Howard C. Boerner to director of marketing, from national sales manager, Minute Maid Corp.

Sieberling Rubber Co. of Canada,

Three new v-p's: W. Horace Ma-

son, v-p and secretary-treasurer; J. W. Ansley, v-p production; A. P. Acheson, v-p sales.

Trailmobile, Inc. . . . Robert S. Edwards to director of advertising.

Underwood Corp. . . .

Henry L. Junge, controller, to executive v-p.

Union Carbide and Carbon Corp. . . .

T. W. Sharp to manager, newlycreated Flexible Packaging Materials Division, Bakelite Co., a division of Union Carbide and Carbon.

Victor Chemical Works . . .

Morris R. Stanley to v-p and director of sales.

The Weatherhead Co. . . .

C. Allen Dolby to sales manager, Industrial Distributor Division, from manager of distributor sales, The Osborn Manufacturing Co.

The Whitehead and Hoag Co. . . .

Donald W. Atcheson to v-p, from field sales executive.

Worthington Corp. . . .

Fred J. Watt to manager of a newly combined section of Worthington Corp.'s Air Conditioning and Refrigeration Division.



Long Distance calls now cost you less

Recent reduction in federal excise tax means a substantial saving for you on every Long Distance call

The reduction in the excise tax from 25% to 10%, voted by Congress, is good news for Long Distance users. It means that every Long Distance call – to anywhere in the country – now costs you less than it did before April 1.

Basic rates remain the same. What you save is the difference between the old and the new tax. Every bit of the tax reduction goes to our customers. The telephone company does not keep any part of it.

Now you can use Long Distance in your business even more profitably than before.

LONG DISTANCE RATES ARE LOW

Some typical examples:

•	
Philadelphia to New York .	50¢
Indianapolis to Cincinnati .	55¢
Cleveland to Chicago	\$1.00
St. Louis to Baltimore	\$1.50
San Francisco to Washington	\$2.50

These are daytime Station-to-Station rates for the first three minutes. They do not include the new, lower federal excise tax of 10%.

BELL TELEPHONE SYSTEM





How business ranks national magazines

Ranking of National Magazines	Magazines	Advertising Revenue JanDec. 1953
1st	LIFE	\$109,708,903
2nd	Saturday Evening Post	80,865,877
3rd	Time	35,391,178
4th	Better Homes & Gardens	27,240,924
5 th	Look	22,971,144
6th	Ladies' Home Journal	19,660,979
7th	Good Housekeeping	16,324,132
8th	Collier's*	16,310,942
9th	Newsweek	15,205,490
10th	McCall's	13,165,666

Source: Publishers' Information Bureau (gross figures)
*Collier's became a bi-weekly in August, 1953.

RETAIL SUPPORT

Lines of retail merchants' tie-ins

with leading magazines in daily and Sunday newspapers

January-December, 1953:

LIFE	25,301,311
Good Housekeeping	6,147,148
Saturday Evening Post	4,784,813
Look	2,765,253
McCall's	1,876,157
Ladies' Home Journal	1,678,014
Collier's	929,620
Woman's Home Companion	666,224

Source: Advertising Checking Bureau, Inc. figures are for advertising tie-ins and editorial mentions, (excepting Good Housekeeping seal).

CIRCULATION

The ten leading U.S. magazines

LIFE	5,472,580
Ladies' Home Journal	4,931,085
McCall's	4,557,861
Saturday Evening Post	4,466,139
Woman's Home Companion	4,381,734
Family Circle	4,115,074*
Woman's Day	3,958,197
Better Homes & Gardens	3,784,291
Look	3,717,859
Good Housekeeping	3,490,069

Source: Publisher's ABC Statements-July-Dec., 1953. "Publisher's estimate.

AUDIENCE

Single-issue magazine audiences*

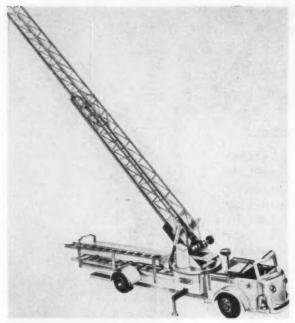
Over the course of six issues, LIFE's audience accumulates to a total of 60,500,000 readers—10,500,000 more than the next publication.

More people are reading LIFE today than ever. Since 1950 LIFE's single-issue audience has increased by 2,500,000.†

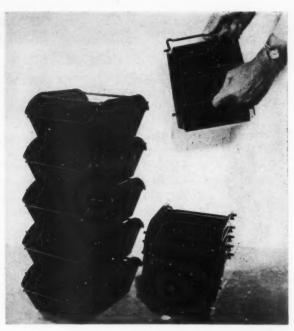
*Source—A Study of Four Media (1953) †Source—A Study of the Accumulative Audience of LIFE (1950)

Both studies by Alfred Politz Research, Inc.





Hedge a profitable consumer line . . .



... with industrial products!

We Make Immediate Sales on 75% Of In-Plant Demonstrations

Initial orders are small, but 95% of purchasers re-order. So the manufacturer of the famous Model toys has won acceptance for its first industrial product. How did Doepke find the product, the market, locate distributors, users?

Told to Edgar C. Hanford
BY WILLIAM C. PORTMAN
Vice-President in Charge of Industrial Sales,
The Charles Wm. Doepke Manufacturing Co., Inc.

The old adage—don't put all your eggs in one basket—had special significance for our Rossmoyne, O., plant back in 1951, because we were manufacturing a single line of consumer products.

It was a highly successful line of scale-model toys under the Model trade name and, during the five preceding years, we had sold more than a million of them at an average retail price of \$12. All of our Model toys, such as road graders, cranes and fire engines, are 1/16-inch scale models of the real thing, developed from blueprints supplied by manufacturers.

This involved the use annually of more than 1,200 tons of sheet steel and more than a million miniature rubber tires, plus large quantities of aluminum, brass, wire and paint—all likely to become critical and hard-toget materials in case of another major war. Should that happen, we could be out of business almost overnight.

The obvious solution was to manufacture one or more other items that (1) would insure continued plant operations regardless of wartime materials restrictions, and (2) would fit our present production setup. That's a problem faced during the last decade by many manufacturers.

We found the solution in Dayton, O., and a dozen miles away in Cincinnati.

Officials of the Frigidaire plant of General Motors in Dayton were looking for tote boxes for small parts which could be both nested when empty and tiered for easy moving when filled. George E. Coursey and E. C. George of United Carriers & Fabricators, Inc., Cincinnati, agents for materials handling equipment and Frigidaire suppliers, owned the patent on a tote box, which they had named NesTier.

It was the answer to the problem

How much

SALES POWER

does it

take

today?



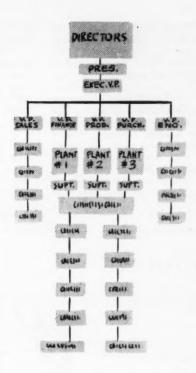
Selling to industries isn't what it used to be.

For every worthwhile plant a dozen years ago, you now have two, three, or four to be contacted. Inside the plants, the picture has changed, too. Growth has greatly expanded the number of men who have something to say about the selection or rejection of your products.

You may say, "Oh, we've doubled our sales force to take care of this!" But even a doubled sales force may not be a match for the size and complexity of today's industrial selling job.

Add to this the tougher competition you're up against and you can see why it takes a whale of a lot more SALES POWER now.

It isn't *number* of salesmen alone that determines your SALES POWER. It's the calibre of men—their training



-their enthusiasm for your products-and how well their contact time is matched to the real sales potential.

With all these things at their best, your sales force can personally contact only a fraction of the vast parade of buying influences constantly moving through industry's key positions.

It's the advertising support you give your salesmen that multiplies their effectiveness by making your products wanted in more plants. It's this advertising support that pipes information about your products to far more key men than your salesmen can ever contact personally.

It's this advertising support, adequately related to the size of your selling job, that steps up your SALES POWER and increases the productivity of your sales force. Whether your advertising program is adequate to today's selling job, is something your advertising agency can best help you evaluate.

THE PENTON PUBLISHING COMPANY



in the Frigidaire plant, but United Carriers had no manufacturing setup. So they got together with our president, Charles Wm. Doepke, and it immediately was apparent that Nes-Tier was the answer to our problem.

Its manufacture would require virtually no capital investment for new equipment, because the tote boxes could be sheared, stamped, welded and finished with plant equipment already in use for toy production. So we bought the NesTier patent, convinced that it would enable us to keep our plant in operation regardless

of war or other disturbing economic situations.

While NesTier production posed no particular problems, selling the tote boxes became an immediate problem. Our Model toys were successfully sold through established jobbers in that field, but we had no connections in the materials handling field.

Trying to line up distributors by mail or by personal contacts through company salesmen would have been too slow and expensive. We wanted quicker action, and we got it by exhibiting NesTier at the Materials Handling Show in Chicago in April,

While we believed we had a useful industrial product with sales potential, we were frankly amazed at the interest shown by prospective users and distributors at the Chicago show. During the week, we entered into tentative agreements with about 40 distributors, subject to later surveys of their territories, facilities and sales organizations.

Mill and Factory, in its May, 1951, issue, named NesTier "best product of the month," and our sales problem thereafter was simply to select materials handling distributors on the basis we had set up for those contacted at the Chicago show. We now have 50 distributors, three of whom are located in Canada, and one each in Mexico and Hawaii, with another handling our export shipments. These average five salesmen each, all materials handling specialists.

Because NesTier requires so little space when nested, each salesman carries several in his car and so is prepared to make immediate in-plant demonstrations at every manufacturing plant he visits.

Samples Produce Orders

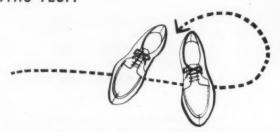
Salesmen frequently are asked to leave samples for further efficiency tests, and we encourage this procedure. Each distributor stocks approximately 50 each of the five models, so that each of his salesmen always will have samples available. Should the samples be damaged during plant demonstrations, they are replaced without charge to the distributor.

It has been our happy experience that 75% of the in-plant demonstrations result in orders. Usually these initial orders are small—from three to a dozen—but a very satisfactory 95% of reorders follow, ranging from a few dozen to several thousand

Doepke backs up its distributors with a comprehensive advertising program in the leading publications in the materials handling field. These advertisements produce about 100 inquiries monthly, more than 80% of which are from firms that are logical NesTier users. Because of this high percentage, we do not screen inquiries, but pass them on to our distributors after immediate acknowledgment from our office.

When mailed to distributors, each inquiry is accompanied by a printed form, which must be filled in and returned within a month. The form

TRY THIS TEST:



put yourself in the buyer's shoes

If you were an industrial buyer, you too would probably prefer to buy from the industrial distributor. In fact, you would probably buy most of your production and maintenance equipment, tools and supplies from him. Most industrial buyers do.

Why? It's just common sense. The distributor saves you time and trouble by offering:

Immediate delivery from complete stocks Brand products

One source of supplies instead of many Engineering and technical help

Information on the newest products and their use

And—read this slowly—normally the distributor actually saves you money. You save accounting costs with one order, one invoice, one check instead of many orders, many invoices, many checks. You save shipping costs because your industrial distributor is as near as your telephone, not 300 or 3,000 miles away. You save on inventory because his warehouse is your storeroom and you don't have to keep your money tied up in huge stockpiles.

Now you can see why industrial distributors sold \$3.9 billion worth of supplies last year.

Now you know why the industrial distributor is so important to American industry.

When you want to talk to this important person, you use the publication he reads and depends upon, INDUSTRIAL DISTRIBUTION.

Industrial Distribution

ABC . ABP

A McGraw-Hill Publication, 330 West 42nd St., New York 36, N.Y.

ARE YOU USING THIS
PEAK CIRCULATION TO

CLASSIFIED TELEPHONE DIRECTORIES

INCREASE BUSINESS?

Are you using it to bring business to your dealers?

This 40 million circulation (or any part of it) of the Classified Telephone Directories will help direct prospective buyers of your products or services to your authorized outlets... through Trade Mark Service.

Trade Mark Service displays your trade-mark or brand name in the 'yellow pages' over a list of authorized dealers.

It makes your products easier for prospects to buy. It localizes your national advertising . . . increases sales for your dealers.

Look in your classified directory to find the leading manufacturers that are using this peak circulation to sell their products.

HOL Rolled or Cold Finished Bars, Revolucions Bars and Accessories, Structurals, Plates, Floor Plates, Sheets, Stainless,

"FOR SERVICE CALL"

U. S. Steel Supply is one of thousands of leading firms which use Trade Mark Service.





FOR FURTHER INFORMATION CALL THE CLASSIFIED DIRECTORY REPRESENTATIVE AT YOUR LOCAL TELEPHONE BUSINESS OFFICE OR SEE STANDARD RATE AND DATA (CONSUMER EDITION)

includes the following information: Date the prospect was contacted, either in person, by telephone or letter; whether he was sold or prices were quoted; his potential as a NesTier customer.

All this information is typed on a 3" x 5" card for each inquirer, and additional information is included as it becomes available from the distributor. Thus, if a sale is made days or weeks following the initial call, we have this information readily available on the card for that account, including the date of sale and

the quantity that was sold.

Every three months we go over these cards to compile a list of those where no follow-up is indicated for inquiries originally listed as "quoted" or "future potential." This list is sent to the distributors concerned, with a request for further reports on these prospects. The resultant "jacking up" of their salesmen produces many sales that otherwise might not have been made.

We know of no better way to insure that independent distributors will follow through on every prospect until it has been determined whether the plant is a possible NesTier user.

Because our distributors and their salesmen are so well acquainted with purchasing and engineering officials of the manufacturing plants in their respective territories, we have found that the small percentage of worthless original inquiries are easily and quickly weeded out in the field, and these are noted on our record cards.

We also keep a record of responses to advertisements—of the number and the annual volume of sales produced by each magazine. This survey has developed the interesting information that several publications in which our advertisements appear have produced relatively few inquiries; but they have produced a much higher percentage of sales than have other magazines whose readers were much more responsive. This information is a useful guide in setting up our annual Nes-Tier advertising schedule.

Our objective is to develop a wellrounded system for handling small parts quickly and inexpensively, but this presents the problem of individual requirements in plants that manufacture widely varied products.

Expand With Caution

Our distributors and their salesmen constantly suggest new sizes and shapes of NesTiers for specific situations, but we necessarily must move cautiously in complying with these requests. Dies for each unit cost about \$12,000, and it obviously would not be good business to expand the line unless sales of the new numbers were in sufficient volume to justify the initial setup cost.

We are, however, conscious of the expansion possibilities for NesTier, and we recently sent our distributors a detailed information sheet on which they could easily check off the sales potential for a number of new sizes and shapes. With this information available in our experimental laboratory, we are completing the development of a half-dozen additional NesTier units which our survey indicates, can be sold in sufficient quantities to justify the initial production cost.

According to SALES MANAGE-MENT'S Survey of Buying Power, there are 32,865 manufacturing plants in this country that are potential customers for NesTier. With this huge market on which to concentrate our efforts and those of our distributors, we know our "eggs" no longer are in one basket.





 Invariably you heard about it when a textile mill left New Bedford, Mass. At times only taking its troubles to another area. But it was not news that New Bedford's best mills remained, nor that new industries, like Firestone Shells, Acushnet and dozens of others had more than taken up the slack. . Fact is, while New Bedford still has some of the best and biggest mills in the world, it no longer depends upon textiles. New Bedford has grown into a highly diversified industrial center, with buying power earned from many different types of industry.

- "Be Good or Be Gone" is the ruthless law of survival. New Bedford's industry has the courage and know-how needed for success. New Bedford's workers have the skill and will to make anything man can make.
 - New Bedford is a fine place to live, to work and to sell.

Blanketing the 4th Market in MASSACHUSETTS!

d-limes

"The Nation's Best-Read Newspaper"

One Paper Coverage • Both Daily and Sunday ● City Zone Coverage Over 99% • Entire Market Coverage Over 91% Represented Nationally By Story, Brooks & Finley, Inc.

New York, Chicago, Philadelphia, Boston, Atlanta, Cleveland, Los Angeles, San Francisco



305,837 EDITORS

In a true sense, each of the 305,837 families receiving The Cleveland Press has a voice in its editing. While some may never write a "Letter to the Editor," a good cross-section do, and these take an important seat at all editorial conferences. So do the casual everyday conversations of the people with reporters and editors.

This means that The Press is Cleveland, and Cleveland is The Press. This newspaper has become a leader of public opinion because it has grown with public opinion. Its willing ear has earned its right as a respected voice.

Of, by, and for the people means a good newspaper. It also means more results for advertisers because people naturally buy more out of a paper close to them. In the Cleveland area, this means the 7-out-of-10 families who daily read —



"Lost Sale" Quiz #21



SPEEDY SPENCER . . . the short-call sparrow

... calls so briefly on a major account that he hardly has time to ask, "Need anything to-day?"

He loses sales because ...

- a) . . . he takes his regular accounts too much for granted.
- b) . . he fails to call on everyone who influences buving.
- c) . . . he tries to service too many accounts.

This superficial sales call certainly indicated that Spencer was taking this account for granted. But what actually loses him sales is (b) failing to call on and sell every one of the men who influenced the company's buying habits. This would not have happened if he invested sufficient time with this large account in order to cultivate all the people who influence the sale.

You should always plan to invest your daily selling time in proportion to your prospect's ability to buy. Obviously those high-potential prospects deserve the major amount of your time. Those lesser accounts are not to be overlooked by any means but they are called on less frequently. You should call on a major account every time you are in the area, but plan to see the smaller accounts only every second or third trip around.

1954 William G. Damroth & Co.

Editor's Note: Sixteen of these sales cartoon quizes have been bound in a handsome, two-color, booklet titled "The Lost Sale." Order your copies now. Prices: \$1.00 per copy up to 11 copies, 80c per copy 12 to 99 copies; 60c per copy 100 or more copies. Send order and check to Sales Management magazine, 386 Fourth Ave., New York 16, N. Y.

how to give your go can hours with interested prospects

A recent study made by the Sales Executives Club of New York showed these two interesting extremes:



Industrial salesmen secure an average of only 9.2 orders per 100 COLD calls. Here, of course, the salesman usually has to start from scratch, and do most of the "educating," informing and selling.



2. But out of every 100 calls made after buyers had studied a potential supplier's catalog and invited the salesmen to call, the average orders per 100 calls jumped from 9.2 to 38.4.

So how do you get more buyers to invite your representatives to call?

Obviously, by getting more buyers to use *your* catalog more often. Getting manufacturers catalogs *used* has been the whole business of Sweet's for 48 years.

Sweet's can (1) help you design your catalog so as to make it easy for potential customers to identify your product as the answer to their specific needs and to call in *your* representative, (2) place your catalog in the right offices of all companies of interest to you, (3) make sure your catalog is maintained in all these offices so that it is instantly accessible when buying needs

"The more your catalog is <u>used</u> by potential customers, the more often your representatives will be invited to call!"

arise, (4) enable your advertising to lead each "warmed-up" prospect directly to your catalog so as to speed his action from *interest* to *catalog use* to *invitation* for your representative to call.

Currently Sweet's is helping 1,550 manufacturers get their catalogs used more often by good potential customers.

The Sweet's district manager near you will be glad to show you how we work with manufacturers to help them give their salesmen more golden hours with potential customers who have *used* their catalog and *invited* the call.

Sweet's Catalog Service



Division of F. W. Dodge Corporation

Designers, producers and distributors of manufacturers' catalogs for the industrial and construction markets.

Dept. 97, 119 West 40th St., New York 18, N. Y.

Atlanta • Boston • Buffalo • Chicago • Cincinnati Cleveland • Dallas • Detroit • Los Angeles Philadelphia • Pittsburgh • St. Louis • San Francisco

These free booklets	will help	you see how you can get m	ore
potential customers	to invite	your salesmen to call.	

- Free booklet, "Some New Data on the Cost of Producing Orders in Industrial Markets" (from the Sales Executives Club study).
- Free booklet, "How to Improve Marketing Efficiency Through Improved Catalog Procedure."
- ☐ Free booklet, "The Need for Printed Product Information in Industrial Buying," summarizes one phase of the NIAA Study.
- ☐ Please have your district manager show me how industrial marketers get more orders through improved catalog procedure.

FIRM

CITY______ZONE___STATE___



SALESMEN AGREED they would try to sell this display if the ad manager would chuck the idea when poor dealer response proved her wrong . . .

So Your Salesmen Won't Sell Dealer Displays!

But look what happened: 100 were bought in the first four days! Sales call time has been cut from 20 minutes to 10.

"Counter displays are O.K. for small stationery items, but they'll never sell V.P.D. Spel-Binders.

Salesmen for the Joshua Meier Co., Inc., N.Y., repeated this statement so often that they had browbeaten the company into agreement. Although other V.P.D. acetate products, such as pass cases, Album-Ettes, and plastic book covers were sold with self-service counter displays, the Spel-Binder visual presentation binders were left alone-until Mrs. Cynthia S. Smith, the company's advertising manager, decided it was time to change, and the battle between advertising and selling began.

The basis for the salesmen's reasoning was the nature of the stationery business, through which V.P.D. products are sold. Although it is generally not known, the greater part of

stationery sales are not made in stores, but by outside salesmen employed by either stores or contract stationers who operate from lofts and offices. These salesmen call on purchasing agents, office managers, etc. Thus the V.P.D. sales force insisted there was little point in merchandising Spel-Binders in stationery stores when the big buyers never came into the stores. The sales manager who wants to supply his men with acetate-page presentation binders advises the firm's purchasing agent who obtains them

from his regular stationery salesmen. "But," Mrs. Smith argues, "what about the millions of independent salesmen who buy their own supplies? These men may know nothing about visual presentation binders, and seeing them on display in a store would stimulate them to buy one. And don't purchasing agents, sales managers and advertising managers walk into stationery stores and pass stationery store windows?"

Unable to win company salesmen over, Mrs. Smith decided to override their objections. A metal rack was designed by Copeland Displays, N.Y. Attractive, compact, with an open binder riveted to the top, it was to be given away with an order for 24 V.P.D. Spel-Binders.

Then the greatest stumbling block appeared—the salesmen refused to sell the display. It's easy to create sales promotion ideas, but they can't work unless you have the backing and co-

operation of salesmen.

A "truce talk" was held between the advertising department and the salesmen, and a compromise was effected. The display would be put aside for a few months until the National Stationers and Office Appliances Show was held. Then it would be formally introduced to the trade. The compromise was this: The salesmen promised to push the display wholeheartedly during the show, if Mrs. Smith agreed to drop the idea when poor dealer response proved the display was wrong.

Results? 100 displays were sold

within four days!

None of the salesmen's predicted objections arose. Stationers accepted it enthusiastically; many said that it was about time this type of display had been designed. The V.P.D. salesmen were impressed. They saw how easy it was to sell an assortment of binders, when presented in an attractive display. A sale that used to take them 20 minutes now took 10. Where a salesman previously had to go over the V.P.D. catalog with every dealer, trying to help him select the Spel-Binders best suited for his type of trade, he now offered a complete



NUGGETS GALORE IN GRIT-AMERICA!

When you want to stake a claim for your products in rich nugget country . . . it's time to study a mighty important field . . . GRIT-America (See Case History No. 16).

Few Small Towns in GRIT-America have daily newspapers, and magazine coverage fades out here—so people depend on GRIT for news, fiction, fashion, homemaking hints and for buying information through advertising. Highly important to advertisers: GRIT maintains an 80-20 editorial-to-advertising ratio! This means no ad gets lost—your advertising message really stands out in the leading national Small Town weekly... with more than 750,000 A.B.C. Average net paid circulation.

Interested in learning more about GRIT'S great pulling power? Ask to see some amazing case histories made in GRIT-America.

CASE HISTORY No. 16

A "Stand Out" Record, indeed!

Feen-a-mint started advertising in GRIT in 1949 and has continued advertising in GRIT ever since.

From 1949 to 1953, sales for adult use of Feen-a-mint have increased 123%!

YES - YOU CAN STILL STRIKE IT RICH IN OUR COUNTRY!





GRIT PUBLISHING COMPANY

WILLIAMSPORT, PA.

Represented by Scolaro, Meeker & Scott in New York, Chicago, Detroit Philadelphia and by Doyle & Hawley in Los Angeles and San Francisco.

Do you have

a product that's ready for a push?



" " " " " # # # #

Imagine the impact your product story gets when its carried simultaneously to all your best customers and prospects!

If you're dusting off a product on which restrictions have been lifted . . launching a brand new product . . . or preparing an old product for new applications . . . aggressive sales efforts can pay off handsomely in an expanding market.

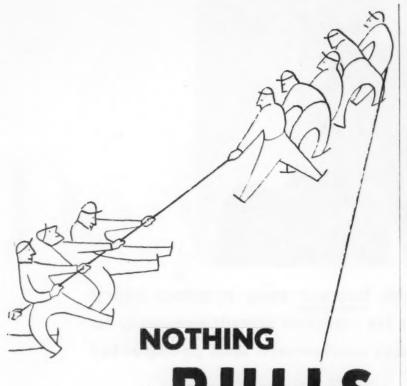
That's metalworking—your biggest industrial market—twice as big as it was ten years ago!

But keep in mind, metalworking is people . . . people with the need, the buying influence and the purchasing power to buy your product. Steel directs your product story to more of this essential buying group than any other metalworking magazine!

With the help of its Continuing Census of the industry, STEEL reaches over 138,000 of these men who manage, operate and buy for metalworking. They include your *best* customers and prospects!

Ask the man from STEEL to show you how STEEL Magazine helps you size up your metalworking sales opportunities, helps make your sales and advertising program more effective, and helps give your product story added strength where it does the most good! STEEL, Penton Building, Cleveland 13, Ohio.





IN THE TROY MARKET Like THE RECORD NEWSPAPERS

With 99% coverage in the TROY CITY ZONE where 123,300 consumers live and with dominant coverage in the combined City Zone and Retail Trading Zone where 211,148 potential buyers reside, only THE RECORD NEWSPAPERS — and THE RECORD NEWSPAPERS alone — can tell your sales story here.

Circulation:

46,444 A.B.C.



THE RECORD NEWSPAPERS Troy, New York

package of pre-selected best-selling binders.

Within a few months, V.P.D. salesmen watched the display stimulate sales they never knew existed. They saw stationery salespeople learn the variety of Spel-Binder styles available as a result of seeing them on display in the store.

Today, the salesmen have become enthusiastic converts to p-o-p. They continually request displays and push every display deal presented to them by the ad department. The End

Let Prospects Set TV Rates?

Why a new TV station asked 100 top ad agencies for advice

When the Eastern Oklahoma Television Co., Inc., Ada, Okla., set out to develop a rate card for KTEN, Bill Hoover, vice-president, put the rate structure squarely up to the 100 leading advertising agencies of the nation.

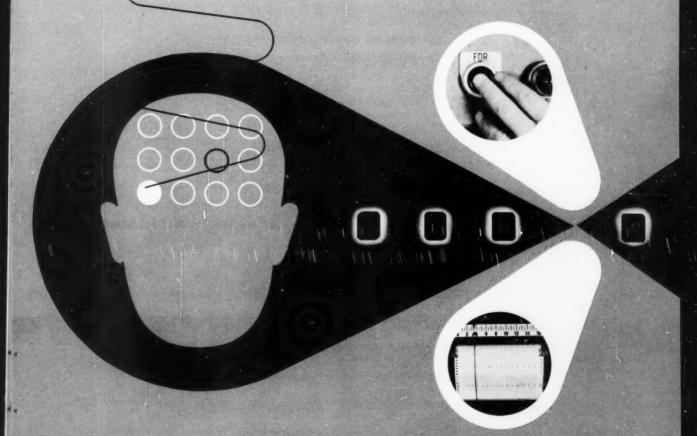
In a letter last November he said, in part, "We know that you people at the agency expect and want to pay a fair rate; at the same time you do not want to pay exorbitant rates. You will notice from the enclosed data that our station is a rural area station. To our knowledge, there's no other station of this type in existence and, consequently, no rate precedent has been set. Therefore we determined that the best advertising minds in the nation would be the best source from which to obtain an equitable rate."

Hoover took a calculated risk that agency, media and research directors would be fair. Accompanying his letter was a great deal of statistical data about his market which respondents were more or less forced to read before they could recommend a reasonable rate. It's believed to be the first time in history that any media seller was able to get top prospects to study his market while the plant was still in construction and had another eight months to go before it would be in operation.

By averaging the rates suggested by 36 responding agencies, KTEN will start out with an hour rate of \$300. The station is the first to receive Federal Communications Commission sanction to incorporate its channel number as the call letter.

The End

automation





Automatic operation and the process of making things automatic.

automation A challenge to industry to improve quality standards; reduce operating costs; make more things available to more people at lower cost.

automation An existing market for controls, mechanisms, machines that can help industry keep ahead of competition by making process, production, packaging and handling automatic.

To Help Advertisers Reach This New and Growing Market

The Penton Publishing Company

Publishers of Steel, Machine Design, Foundry, New Equipment Digest

announces

AUTOMATION

a new monthly business paper

to cut across all industry

This is the ONE magazine that will talk directly to management, engineering and production executives who are investing their time and energy in making production more automatic. It is a magazine of automation as it is *today*. It is a magazine that will examine automation wherever, whenever and however it appears. It is a magazine that will be read and heeded by the men who manage, plan and select systems and components of automatic operation in manufacturing, processing and distribution.

to sell in today's market to prepare for tomorrow's

The first issue of AUTOMATION, in which it is possible to obtain advertising space, will reach its market in August. It will have a circulation of over 20,000 copies and will reach men who have the authority to specify and buy anything that can help them make-it-more-automatic.

stake out your claim

Make your space reservation now . . . send for a rate-card today . . . plan now to meet Automation's July 1 closing date.

If your product can help industry make things more automatic

your advertising belongs in AUTOMATION

where your advertising dollars will buy

- . . . the most receptive audience
- ... the most attention value
- ... the most action in sales
- . . . the most growth potential in the making-it-more-automatic market

a Penton publication

Edward S. Lawson, Business Manager
Penton Building, Cleveland 13, Ohio
New York Cleveland Chicago San Francisco
Los Angeles Griffin, Georgia

MARKETING **PICTOGRAPHS**

Planned by

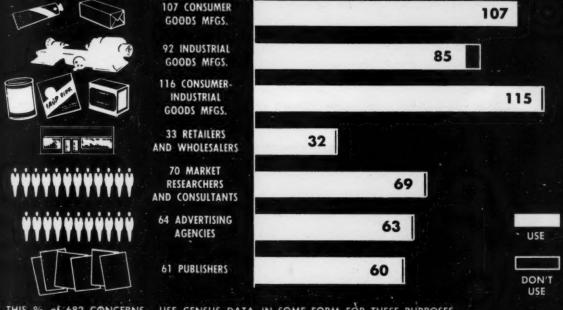
Visualized and Designed by Hile-Damroth, Inc.

WOULD YOU MISS THE BUSINESS CENSUS?

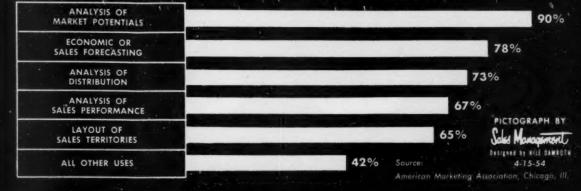
Congress is not so sure you want business census data. (Read 'Census of Manufacturers Is Dead Unless—' elsewhere in this issue.) How valuable are these data to you? At the urge of our Department of Commerce, the American Marketing Association polled 682 corporate officers in its membership and found that most businessmen do want census data-in one form or another-and are willing to pay for it. Companies sampled ranged from General Motors to concerns having annual gross sales under \$5 million.

83% CALL CENSUS PROGRAMS "VERY HELPFUL"

OF THESE COMPANY TYPES... THESE USE CENSUS DATA IN SOME FORM FOR MARKETING PURPOSES

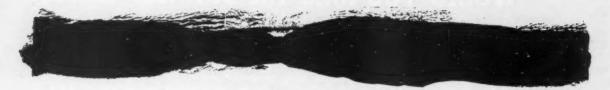


THIS % of 682 CONCERNS... USE CENSUS DATA IN SOME FORM FOR THESE PURPOSES





Between the lines of any product advertisement



the public should be able to perceive a second message



a message that speaks well of the company behind the product



New York, Chicaga Defroit, Sen Francisco, Los Angeles, Hollywood, Montreel, Taranta, Mexico City, London YOUNG & RUBICAM, INC.



THE COMPOSITE YOUNG PRESIDENT

To belong to the Young Presidents Organization, you must have become the boss of a substantial company before age 39. Recently, 393 YPO members participated in a self-analysis survey to discover and dissect the "typical" young president. See how closely he resembles you and your company.

IF YOU'RE TYPICAL ...



Your company grosses \$3.7 million yearly.



Your company increased its sales by two-thirds since 1948.



You think sales and earnings in your own business will be higher than a year ago.



For the moment, you are content with your company's present size.



Of all worries, your biggest is controlling expenses.



You have 7 scheduled





You employ 235

people.

You work more than 58 hours a week.



appointments each day.



Academically, you would like to know more about business economics.



You're married, have 3 children.



You spend 80% of your business day "just talking to people."

PICTOGRAPH BY Sales Management

Designed by MILE-DAMROTH 4-15-54



Whether you sell food packers ...



or freight carriers...

car dealers ...



or chemists ...



NEW! IMPORTANT! Send for these ABP advertising aids . . .

LEADING BUSINESS PAPER ADVERTISERS: 1953

This third annual report lists the expenditures of close to 1,000 companies that spent over \$50,000 in business papers during 1953. A guide to who's doing what in your field.

Available April 1.

Write to ABP

\$2.00 a copy

THE MAN IN THE MIDDLE

Eight folders on copy themes for advertising in merchandising papers.
Each analyses a specific merchandising objective... suggests copy slants that influence dealers . . . shows typical examples of advertising that is doing the job.

Write to ABP

No charge

TOMORROW IS A BIG MARKET

Printed version of ABP's new slide film. Traces the American market from 1935 to the present, forecasts it to 1975. Planned primarily for publishers, it's equally informative for business paper advertisers.

Write to ABP

\$3.00 a copy

ALL GOOD SELLING IS SPECIALIZED

...and nothing specializes like the business press

Pick your prospects in each separate field...and pound your story home to them in their business papers. You'll do a bigger selling job—for less. Business papers set up a market place where your customers shop...and back your advertising with sales-stimulating shop talk. Editorial and ad pages work together to do a selling job that no other medium does so well—or at anything like so small a cost.

There's a rule of thumb as taken for granted as the multiplication table: advertising values stem straight from editorial values. It's an axiom for practically any publication... and most of all for a specialized business paper... that better editing makes a better advertising medium.

But how can you measure editorial values? There are three good yardsticks: First, your own experience, if

you know a field well. Second, research: go out and ask readers which publication helps them most. And third... study the circulation record.

A paid circulation paper is likely to be a leader in its field—editorially. It's got to be good, to keep subscribers buying it. Take ABP papers: they are all paid papers, ABC-audited. Whether the subscription price is big or small, it's a fact that people ordinarily pay for only what they choose to read. And it's a fact, too, that over 2.3 million subscribers are paying over \$9,200,000 a year to read ABP papers.

What does it all mean? Simply that it makes sense to look for the ABP and ABC symbols when you're picking business papers... because editing that's a good buy for the readers is a good advertising buy for you.

THE ASSOCIATED BUSINESS PUBLICATIONS

Founded 1906



All members of ABP are proud members of ABC

205 East 42nd Street, New York 17, N. Y. • MU 6-4980

MORE APPLIANCES IN THE PUSHCART

Number of super markets stocking small appliances has doubled within three years, probably because items such as electric clocks and irons fit so logically into the shopping schedule of the average housewife.

Ultimately, supers may make a direct entrance into the appliance business, for operators are learning which brands are most desirable to carry, and how to buy and handle them.

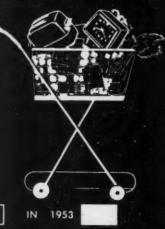
This information is compiled from the records of 350 companies, controlling 2,931 super markets, in 45 states. These statistics do not measure the number of markets engaged in distributing appliances through premium plans, but are confined only to supers selling appliances direct to consumers.

PUSHCART

THE

2

APPLIANCES



THESE APPLIANCES ... CARRIED BY SUPERS IN 1950 12%.1 ELECTRIC CLOCKS 22.8% 10.6% IRONS 22.2% 10.1% TOASTERS 22.0° 。 8.0% MIXERS 19.4% 7.6% RADIOS 13.1% 4.1% FREEZERS 5.4% 2.9% CLOTHES WASHERS 3.3% REFRIGERATORS 4.0% RANGES PICTOGRAPH BY ass Management Designed by WILE DAMEDTH DISHWASHERS 4-15 54

3.7%

Children: Today's Prize Market

Manufacturers in many fields are today competing for the rich market of school-age children. In this field, one medium alone gives complete coverage and far outstripsall others. If you want to reach nine out of every ten kids in America, your mediaanswer is the DELL COMICS GROUP.





BOYS AGED 7-13



87.9%

REGULARLY READ DELL COMICS

GIRLS AGED 7-13



REGULARLY READ DELL COMICS

FAMILIES WITH CHILDREN UNDER 18



TOTAL U.S

REGULARLY READ DELL COMICS

Source: Elmhurst, Paughkeepsie and Norwalk school studies conducted in the classrooms of the Public School System

Dell Comics Group is the one medium that covers the kids' market completely. With a net paid circulation of 10,019,357, and a pass-on readership that's staggering, Dell Comics give the advertiser unparalleled penetration of the profitable children's market, and far and away the greatest monthly circulation of any comics group.

DELL COMICS

BROTHERS' LOONEY TUNES AND MERRIE MELODIES . WALTER LANTZ' NEW FUNNIES

INVENTORY: DOWN IN '54?

At the very first sign of a business dip, economists reach for their sliderules and try to establish a relationship between inventory and economic health. Perhaps purchasing agents—because of their close, constant contact with sales—are in a better position to tell us what is happening than economists, themselves, Here's the way purchasing men throughout the country answer "recession" questions:

QUESTION:

ARE PRESENT INDUSTRIAL
INVENTORIES IN SOUND
BALANCE WITH PRODUCTION
SCHEDULES?

ANSWER:

YES 65%

NO 35%

HAS YOUR COMPANY ESTABLISHED
A DEFINITE POLICY FOR
INVENTORY REDUCTION?

YES 82%

NO 18%

TO WHAT CAUSES DO YOU ATTRIBUTE THE PRESENT DECLINE IN INVENTORIES? IN ORDER OF SELECTION

- Greater availability of goods.
- 2. Shorter lead time.
- 3. Possible price decline.
- 4. Pessimism on the business outlook.

HAVE YOU SET A GOAL FOR HIGHER INVENTORY TURNOVER IN 1954?

YES 69%

NO 31%

DO YOU FIND THAT SUPPLIERS'
INVENTORIES ARE SUFFICIENT
TO SUPPORT LOWER INVENTORIES
AT BUYERS' PLANTS?

DO YOU ANTICIPATE
ANY MARKET CHANGE
IN INVENTORY TRENDS
DURING 1954?

UP 3%

NO 4%

DOWN

35%

NO CHANGE

24%

DEPENDS ON BUSINESS CONDITIONS

38%

Sales Management

YES 96%

4-15-54

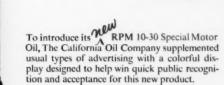
NVENTORY DOWN IN 54? 4-15-

eemcote Poster Urums

Give Sales Producing "Family Identification"

CALIFORNIA OIL COMPANY

Product



An attractive, new four-color package design was developed. This design is featured on all RPM 10-30 packages from one-quart cans to 55-gallon drums.

This "family" of packages displayed in pyra-mid form at thousands of service stations throughout the East has helped California Oil quickly establish recognition and acceptance for this new motor oil.

Reproduction on large containers of the same design that appears on small packages is made possible by the exclusive Rheemcote lithograph process with which any design can be reproduced on drums up to 55-gallons in capacity.

You can use this powerful new advertising medium effectively. We will be glad to discuss the matter with you, or send you a colorful booklet which describes the sales possibilities of this important new medium.

Sell as you ship with



RHEEM MANUFACTURING COMPANY World's Largest Manufacturer of Steel Shipping Containers

RICHMOND, CALIFORNIA NEW YORK, NEW YORK

SOUTH GATE, CALIFORNIA

HOUSTON, TEXAS

CHICAGO, ILLINOIS

NEW ORLEANS, LOUISIANA

LINDEN, NEW JERSEY

SPARROWS POINT, MARYLAND

SHOWMANSHIP SELLS ...

Touth America by CLIPPER



PAN AMERICAN

a service

Selling the lure of far away places across an airline ticket counter calls for creative talent. This Gardner idea is currently proving highly successful.

a product



This attractive point-of-purchase display helps milady choose a pattern in dinnerware. Another example of how Gardner designs more SELLability into each unit.



PITTSBURGH

PITTSBURGH
477 Melwood St., Pittsburgh 13, Pa., MAyflower 1-9443
NEW YORK
516 Fifth Avenue, New York 36, N.Y., VAnderbilt 6-2621
CHICAGO
1937 W. Hastings St., Chicago 8, III., TAylor 9-6600
DETROIT
810 Book Tower Bldg., Detroit 26, Mich., WOodward 2-3557



PoPAI's Prexy: Donald S. Hutchinson, vice-president for sales of Lutz & Sheinkman, New York, took time out from his duties as the new president

of Point-of-Purchase Advertising Institute, to do some demonstrating at his company's exhibit at PoPAI's annual meeting in New York.

"Moving Markets" Stress Point-of-Purchase Potentials

"Two dynamic factors" which now affect store display problems and potentials are "people in motion and movement of markets," Frank E. Delano, vice-president of Foote, Cone & Belding, advertising agency, said in the keynote speech at the annual symposium-luncheon of Point-of-Purchase Advertising Institute.

The luncheon was a feature of PoPAI's eighth annual symposium and exhibit at the Hotel Statler, New York, March 30-April 1, which attracted an estimated 10,000 sales, advertising and display executives. A record 110 exhibits were shown.

More than half of the nation's population, Mr. Delano explained, "has changed addresses at least once since 1946." This trend means "that your customers are here today, with established buying habits; there tomorrow, as new prospects and new problems."

He mentioned methods being developed by PoPAI to test the effectiveness of point-of-purchase advertising, and suggested four criteria to

be used in preparing displays:

1. Material should reflect the quality of the advertiser's product;

2. It should be designed for a specific purpose;

3. The advertiser should "Incorporate a service to the dealer, if possible — but don't force this to the point of losing your identification;" and

4. He should "make all point-ofpurchase related . . . in color, logotype and theme."

Norton B. Jackson, executive director of PoPAI, estimated that the p-o-p total nationally this year would be \$1 billion.

Among current trends in p-o-p display, he emphasized:

Motion—provided by batteries and plug-in motors; lights, in combination with other techniques; "color displays, featuring large and better transparencies;" three - dimensional units; "fade-outs" for before-andafter and other effects; improved printing and finishing techniques on various materials, and "pilfer-proof"

units, especially in liquor, cigarette and razor-blade displays.

W. L. Stensgaard of W. L. Stensgaard & Associates, Inc., Chicago—last year's president of PoPAI, who was named to the newly-created post of chairman of the board — pointed out that "point-of-purchase is more closely related to selling than to advertising. Today, more than ever, the sales manager is in charge. P-o-p completes the cycle of the sales."

Among reasons for the rapid growth of p-o-p, the institute explains, are: "The trend toward self-service in stores, which demands more promotion at point-of-sale; heavy competition for the consumer's dollar; wider recognition of the need to stimulate 'impulse buying,' and concentration of efforts" at the strategic place and time of all preselling.

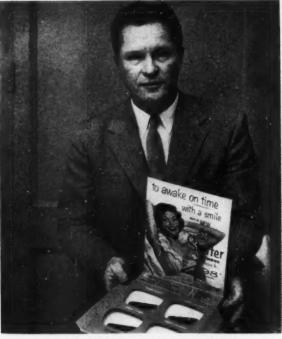
New officers of Point-of-Purchase Advertising Institute are Mr. Stensgaard, chairman; Donald S. Hutchinson of Lutz & Sheinkman, New York, president; Stanley L. Wessel, Stanley Wessel & Co., Chicago, executive vice-president; Alexander L. Haft of Haft & Sons, Inc., Brooklyn, and Paul Godell, Arvey Corp., Chicago, vice-presidents; Harry Fenster of I. Fenster & Sons, Brooklyn, treasurer, and Mr. Jackson executive director.

("\$100 Million" report on page 74)

In today's hard selling, point-of-purchase must be more "practical"



Hagaman: "Several manufacturers—among them G-E, for clocks—have designed their products after Congoleum's Jackstraw."



Boian: "The dealer lifts out the clock, puts it down, presses on these two corners, and there's the display."

"\$100 Million" Advertiser Panel Reports Record Demand for P-o-P

BY LAWRENCE M. HUGHES

(Panel's report continued on page 76)

A Dozen Major Industries Were Represented in Forum

Under the chairmanship of Philip Salisbury, SM's editor, participants in the Point-of-Purchase forum were:

Herman C. Nolen, executive vice-president of McKesson & Robbins, Inc., manufacturer and distributor of drug store products and toiletries;

Lauren K. Hagaman, director of advertising and sales promotion. Congoleum-Nairn, Inc., floor coverings;

Saul C. Rockoff, national sales promotion manager, Seagram Distillers Corp.;

Robert E. Boian, manager of marketing, small appliance division, General Electric Co.;

John T. Morris, director of marketing. The F. & M. Schaefer Brewing Co.;

Charles Derrick, display director, Pepsi-Cola Co.;

Carl V. Haecker, merchandising display, RCA-Victor division of Radio Corp. of America;

William E. Sawyer, director of merchandising services, Johnson & Johnson, Inc., surgical and baby products, and

Charles B. Strauss, advertising manager, S. Augstein & Co. Sacony women's and children's fashions.

Two others—unable to attend because of conflicting dates, who sent in answers to the questions and exhibits of effective point-of-purchase materials—were:

Ray Dubrowin, manager of display materials in the merchandising aids department of General Foods Corp. and

William R. Kelly, manager of sales promotion. Sinclair Refining Co., gasoline and oil.



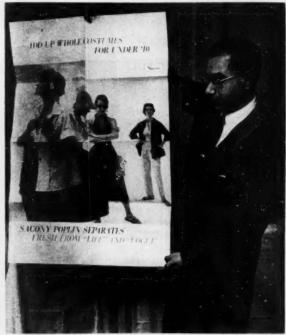
Nolen: "People told us you can't sell sunglesses in January" But this provad "the most effective piece we ever used at McKesson."



Rockoff: "Simple, low-cost items can be effective. Seagram has distributed 85,000 of these colored plastic stirrer-holders."



Derrick: Publication, outdoor and broadcast advertising supports store display in putting "pretty girls" to work for Pepsi-Cola.



Strauss: "Our retailers want material which confers on the merchandise the sense of being accepted and of being fashionable."



Morris: To eliminate waste, Schaefer "designs displays for particular places; distributes through our own salesmen."



Sawyer: "Johnson & Johnson was a pioneer in 'tying the hook' of p-o-p with the sale of merchandise."



Haecker: "We study carefully the needs of retailers, and most of all the use of all materials offered by RCA-Victor."



Johnson & Johnson: Mass effect stimulates impulse buying by mothers of the four million babies now being born annually.

"\$100 Million Panel" Finds P-o-P Booming

In today's "hard sell era," pointof-purchase advertising can do a bigger-than-ever job in helping to keep cash registers ringing.

This belief was expressed unanimously by sales and promotion executives of advertisers in a dozen major industries at a recent roundtable forum luncheon held by SALES MANAGEMENT at the Canadian Club in the Waldorf-Astoria Hotel.

The participants—representing advertisers with combined budgets of more than \$100 million—also agreed:

Their top management has a growing regard for the importance of p-o-p in advertising-promotion programs.

Their people are developing greater knowledge of the type of p-o-p materials which their retailers want.

As a result, a steadily-increasing share of their p-o-p aids is used.



RCA Victor: To put new juice in your radio—whatever the make—touch a metal tape to it and the side panel tells the batteries you need.



Schaefer Beer: Jumbo displays—especially with such related items as pretzels and cheese crackers—help supermarkets to sell more beer.



General Foods: "Preselling exhausted the supply of a three-dimensional lion in a bin capable of holding 10 cases of Jell-O."



Sinclair Refining's most effective p-o-p device is an "eight-foot pole" sign, usually in Da-Glo, that can be seen far down the street.

Projectograph

AMERICA'S FINEST AUTOMATIC SLIDE PROJECTION WITH THE POLARIZED TEL-O-VISION SCREEN

STOPS TRAFFIC AT THE POINT OF SALE

- Dramatically projects full color 35MM slides automatically and brilliantly onto self-contained Polacoat daylight screen.
- Just plug in! Use on counter top, desk, or display window!

Projectograph takes up where magazine and newspaper ads leave off — gives you new P-O-P sales impact! Helps you merchandise ads, demonstrate product use—close sales! Precision-built equipment—choice of 88 or 150 square inch screen. Visual models automatically change slides every 5 seconds. Audio-Visual models have synchronized sound-on-tape to control slide sequence. Prices start at \$169.50. Thousands in daily use. Ask for free demonstration today!

holds 14-slides (35mm —2x2 size). Glass or cardboard mount.

Changes like a phonograph record. Pic-Disc carrying case to match handsome Projectograph cabinets.

Write for details

PROJECTOGRAPH CORPORATION
29 Church Street, Oshkosh, Wisconsin





effective? Audited research proves that Artkraft* dealer signs do just that, for with their use five times as many know where to buy your product. Creating desire for your product is not enough. National advertising and distribution without identification are sheer waste. Your program must include effective point-ofpurchase signs.

Artkraft' PORCELAIN NEON DEALER SIGNS

assure lasting, trouble-free service. Audited re-search proves them 999/1000 perfect! Emboused by patented process right out of the steel back-ground, Artkraft's exclusive Porcel-M-Bord let-ters are 75% more readable. Patented Galt-Weld* frame construction prevents rust (the enemy of porcelain) and prevents vibration (the enemy of tube life).



Artkraft' THREE-DIMENSIONAL PLASTIC DEALER SIGNS

Shadowless, glare-free interior cold cathode, fluorescent or incandescent lighting. Long dis-tance visibility and legibility night and day.

ARTKRAFT* PORCEL-M-BOS'D Neonized or Non-Illuminated STORE FRONT SIGNS

Mass production methods and unequalled facili-ties permit moderate prices. Artkraft* will de-sign for quantity buyers, without obligation, a distinctive sign and develop a sign program that

		CENTER York, N.		
Divisi 137 E.	on of Kibby	Arthraft*	Manufaci	GN CO turing Co. Lima, Oh
Name				,
Firm .				
Street				
		u. U.S. P.	u. 0#.	********

They Call P-o-P Major Sales Factor

Do your top executives regard p-o-p as a major, middling or minor factor in helping you and your stores

Related to this were:

Is p-o-p an integral part of your advertising-promotion program and budget? How much of this total budget is devoted to p-o-p?

Hagaman: Congoleum-Nairn probably spends "less than 3%" of total for this purpose. But "we have tried to make up for this with ideas. P-o-p is made part of an over all advertising-sales promotion package, with set proportions devoted to each. "In the last year, since our management was revitalized, we have put out a lot more stuff . . . We are continuing to do that . . . We consider p-o-p more important than the percentage would indicate.'

Nolen: At McKesson p-o-p is "so major that most manufacturers find it very difficult to devise a display that the retailers will use, because the manufacturer can't sell enough merchandise to make it worth-while to offer the retailer a really effective display. I am sure that a p-o-p display will average at least 10% of the selling price of the merchandise to the retailer . . , higher than that in cos-metics." On his own a manufacturer usually must get "a great big deal." Dr. West, for example, needs a \$150, "or at least a \$100 deal, to put out an effective cabinet for toothbrushes.

McKesson often combines in one display the products of several manufacturers.

When a manufacturer comes in to us one of the first things we ask is: 'How about your point-of-sale material?' . . . If he says, 'Well, we've got a TV show, etc.,' that's fine for some items. But for products such as G-E clocks . . . if the display isn't up in the store, I don't care what your TV show is-few consumers are going to come in and ask for a clock on the shelf."

Boian said that G-E regards p-o-p as a major factor.

Boian mentioned the "98-point something" consumer recognition of G-E's circled monogram, and survey findings which revealed that more than half of consumers "would buy G-E . . . whether it is a refrigerator or a flatiron.'

But then Bob Boian read from

Business Week of January 30 findings by the "Burke Marketing Research outfit in Cincinnati," on factors influencing people in buying appliance brands: In refrigerators only 13.4% "thought about the reputation of the company; in radios only 13.3%; television 12.2%," down to vacuum cleaners, 6%.

Much more important, Burke found, were such factors as features, price, salesmanship and recommenda-

tion of others.

So G-E talks more about features and price: "We try to build into our displays repetition of national advertising theme, or illustration or demonstration of the features and the price. . . It is important that you see what the appliance does.'

Each fall the Small Appliance division sets its p-o-p budget, "right along with our advertising-televisionpromotion budget in general. . . . We spend about \$9 million each year in advertising and promoting the small appliance-line. . . . Then we put about 5% (or \$450,000) into point-of-purchase."

Nolen said that, through drug out-

lets, G-E could do a better job. Boian replied: "We may not yet be doing an adequate job in drug stores. But through all outlets last year we moved up to first place in nearly all product groups. . . Something was right. Maybe it was a success of some of the \$9 millionshare of physical impact, quality, comparing prices.'

Still "we're trying to correct our entry into the drug field. We have a lot to learn. We believe you (Mc-

Kesson) can help us.'

Product Itself Is P-o-p

Strauss first commented on Nolen's guess that in the fashion field the p-o-p share might be higher than 5%: "It might be higher than that in the whole store advertising budget. But from the manufacturer's point of view-although p-o-p is of major importance in moving our merchandise finally to the consumer . . . the merchandise in itself is the most persuasive display.

"Our consumers are naturally interested in looking at new clothes. The retailer spends a great deal of money and creative time and effort on beautiful presentations of fashion

merchandise.

"We have a budget for p-o-p. We try to get the greatest possible share of store windows and interior displays in the various departments in



in Nashville ... and



has made it so.

Where is Music City, U.S.A. today?

In the 20s-it was New York, pouring out Broadway tunes.

In the 30s-it was Hollywood, grinding out cinema musicals.

In the 40s-it was neck-and-neck between New York and Hollywood as the twin music capitals of America.

But today, the musical center of gravity has shifted to Nashville, Tennessee—the modern Music City, U.S.A.—thanks to Station WSM's formidable, unequaled talent pool.

You needn't take our word for it; we admit to a flair for colorful tall tales. So we'll spare you the typical Tin Pan Valley exaggeration, and refer you instead to a few conservative, highly respected journals whose reputation for impaling stark facts is unquestioned.

Farm and Ranch			"It is a well known fact that the balance of power in the present day music	
			industry has shifted from New York and Hallywood to Nashville Tenn "	×

Netion's Business "What brought this music into great popularity nationally, and now internationally, was . . . Station WSM. It's country music glamour boys are as big-sometimes bigger-in record sales and juke box popularity as Bing Crosby or Frank Sinatra"

Collier's "Nashville is the focal point . . . For years this form of show business flourished apart from the Hollywood New York axis, but recently the balance has been suddenly and violently disrupted. The Nashville muse has won the entire nation . . . if the rest of the radio industry is in the doldrums. WSM has more business than it can handle . . .

Puthfinder "Not all the gold in the South is in the vaults at Fort Knox. A sizeable chunk of it is found in Radio Station WSM. Nashville. Tennessee. capital of folk music . . The reason is Grand Ole Opry, owned outright by WSM, the showcase of American folk music . . . All the major record companies do a land-office business in Nashville."

Coronet "Events occurring today in Nashville comprise a sociological phenomenon. "Will it ever stop growing?" the newly-rich song publishers, record firms and performers keep asking."

American

"This year income (is) prophesied to reach \$35 million. The top country singers, expected to gross at least \$7,500.000 from records, personal appearances, radio, and sheet music sales . . . give thanks to Radio Station WSM. a powerful clear-channeler which blankets 30-odd states."

New York Times Magazine "There's a revolution brewing in the music business . . . (and) the center of this activity is Nashville, home of the fabulous radio program called Grand Ole Opry."

Similar reports have appeared in Time. Look. Billboard, Variety, Redbook, Walt Street Journal, Newsweek, Saturday Evening Post, and many other publications.



which Sacony products are sold. That we can accomplish . . . with two-dimensional (paper) on which something is printed. . . . Remember, the whole store exists as a merchandising display of fashions. The fact that so many stores have made a major investment in our merchandise would in itself bring about their major emphasis on it in displays."

Although Sacony does not tie up directly in displays with millinery or accessory advertisers, the store does, "because the whole suggested costume stimulates a woman to buy any one or more of the products involved."

Varied Job for Seagram

Rockoff: "In the distilling industry, because of advertising restrictions, sales promotion takes on many additional functions. . . . Our program is broken down into window display, consumer and dealer, plus the installation of that material, and naturally the use of it." He estimated that about 30% of Seagram's sales promotion dollars go to lithography.

While its salesmen want "more permanent type of materials," these costlier displays increase the "waste" when displays are not used.

Limitations in certain states on types and sizes have been met with ingenuity: New York State, for example, does not permit "window displays" in retail liquor stores. "Yet we create a display that we use nationally. We take a scene, surround it with our bottles, and hope the consumer gets the impression that we are trying to sell him some Seagram."

Morris: "Point-of-purchase is very major with us.

"We treat our advertising and sales promotion budgets separately, on the needs as we believe they exist, and then put them together. Sales promotion represents roughly a third of our total budget. I can't break down p-o-p percentagewise. But in our direct budget — the advertising material that our salesmen handle directly—most of it is p-o-p in one form or another."

Throughout the forum popped the question, What is p-o-p?

Morris said Schaefer regards a floor stand as a p-o-p device. Rockoff "couldn't begin to enumerate all the gimmicks and gadgets — key chains and others; some running into three or four million of one item—we have to get to fight for the establishing of a brand."

Morris to Nolen: "Your problem

is merely to get the merchandise up," with the aid of display stands and otherwise. "In many of our outlets the packages are hidden in iceboxes or back rooms. Our problem is to get the equivalent of the package up in the form of a sign. So, when I talk point-of-purchase, I talk of the whole gamut—from window display down to floor stand....

"Also, if you order a drink at a tavern, you get it without a label. Thus it becomes vital to have p-o-p material there, to try at least to establish your identity. People are not 'shopping' in a tavern. They are in there to have a drink."

This temporary concentration on beverages led Chairman Salisbury to turn next to Charlie Derrick of Pepsi-Cola:

"The actual money spent on p-o-p by our parent organization may be one-tenth of the over all budget. We resell the goods and displays and although we are splitting the cost that averages for distributor or bottler 70% of his personal budget."

Last year Pepsi-Cola did "28% additional cash sales" in p-o-p. Its catalog of materials for bottlers extends from "straws and napkins right on to assemblies that go on store fronts. We have decal treatments, and metal, lithography and permanent displays."

On a gross basis 20% of Pepsi's own national budget is for p-o-p.

RCA Puts It to Work

Carl Haecker emphasized that top executives of RCA-Victor consider p-o-p as a major factor. "Therefore, our p-o-p program will be constantly surveyed and reviewed with our distributors, dealers and field salesmen to get the greatest use of this material.

The p-o-p share of our over all budget is "what we think we need to have to sell X number of television sets, X number of radios, X number of batteries, etc. But over a period of years we know what we're going to get, and we make it fit within that framework."

Haecker suggested that p-o-p be regarded as "semi-permanent and permanent material, as opposed to promotional material which you use and throw away."

Sawyer: With "traffic items," such as J&J manufactures, "display is a major factor.... We are also doing what we can to help ourselves by helping the retailer." Such J&J promotions as "Emergencies Don't Wait" are storewide, selling "ours

and related items." Some in fact become "civic events. But all I think are part and parcel of point-ofpurchase."

For the entire drug industry, and others, J&J helped to institute "First Aid Week" and "Baby Weeks." Participating companies "feel they can do themselves good, as well as the industry and the trade. . . ."

Ray Dubrowin: In the last 18 months General Foods' top management "has put heavy emphasis on merchandising our various products through 'in-store' promotions." Instead of quantity, GF has "concentrated on quality pieces that have a secondary use after we are through with the promotion. This secondary use pertains mainly to our various floor bins, which have found unusual acceptance by food store operators."

The mailed reply from Bill Kelly

of Sinclair:

"Our top executives regard p-o-p as a major factor in helping our resellers. In fact, a presentation was made recently before the President and our top executives, when all p-o-p materials were displayed and discussed. The reaction was quite favorable."

Sawyer asked Nolen's help in better planning of p-o-p procedures in group programs: "We have just released a \$500,000 job to help foster all specific store modernization programs, such as those of McKesson & Robbins and others. But a lack of complete organization — "especially among stores that are not modernized—bears on the effectiveness of their display program and the amount of material used."

They Learn Materials That Retailers Want

What types of p-o-p devices and materials have you found that your retailers want? What are you doing to provide them?

What proportion of displays you offer retailers is used?

Lauren Hagaman: Of course, retailers want identification material—"decals and window plaques and that sort of thing. We are also using our trade-mark in model homes... on the premise that a good nationally-known product will help sell the homes... We have built a promotion around the Gold Seal floor or sink top, and we have found that it helps to sell homes."

He showed a photograph of a display tied in with Congoleum's new sponsorship of the "Mr. and Mrs. North" show on TV: The display is not intended "to promote the TV show but to tie up with the merchandise." A flashlight spots the merchandise featured that week on television.

A self-service merchandiser for Tile-o-matic "is perhaps the most-unusual thing of its kind in our industry. It actually sells goods, and we have 7,000 of them up in stores. This ad, appearing next month in Hardware Age and Building Supply News, calls attention to the fact and gives an example. Bill Levy of Louisville set up a Tile-o-matic display. He sold 300 square feet of Gold Seal tile—\$3,500 worth—from five square feet of floor space for this display.

Full-Line Volume

"Because our product is so bulky
... we have various roll displays
for it. You unroll a sweep of it—
preferably on the floor where it is
actually going to be used."

Another example of the product becoming a display: Congoleum has just introduced a design called Square Dance. It comes in five patterns "and then another called Sequin, which we brought out in eight different colorings. Normally, the average dealer would pick maybe only three colorings. We wanted to put all 13 colors in his stock by the time the advertising breaks next month. So we set up a deal whereby he would buy three regular rolls-60 square yards in a roll-and then sell him at a special display price, 10 small rolls of about 20 square yards each." The plan is "going like wildfire."

Hagaman showed how Congoleum ties up the design of Jackstraw linoleum with other manufacturers—such as G-E with a kitchen clock—who have applied the design to their products. A can company is now planning to use Jackstraw on kitchen canisters. . . . A display of an Orange, N. J., dealer, presenting several products with Jackstraw pulled 200 inquiries and 20 good-sized orders. Congoleum co-ordinates such tie-ups in its national advertising.

This year the company is running a \$5,000 prize contest for consumers and retailers, called "Operation Switch." "A lot of people are going to buy tile floors this spring. With an





IDEAL FOR TRADE SHOWS

Your complete product line can be shown on TEL-A-STORY, especially those items which are too large to

COUNTER DISPLAYS



TEL-A-STORY can be used to advertise any product, large or small— Furniture — Clothing — Appliances, Drapery — Jewelry and special sales. WINDOW DISPLAYS



Use TEL-A-STORY as the "Moving" center of attraction in any window display. Make the most of your BEST SELLING SPACE.



Tel-A-Story is a self-contained pro-Tel-A-Story is a self-contained projector using twelve 35mm transparencies. It projects directly to a 156 square-inch screen and changes pictures every six seconds. 750-watt illumination gives the 25 pound projector a bright picture for any location.

For illustrated booklet, write Dept. 3M-7

TEL-A-STORY, INC. 22 Main Street, Davenpart lows

extra inducement like this, it will be easier to switch them over to our brand."

Display contests, Congoleum has found, help reduce waste. In a new "Mr. and Mrs. X" contest, unidentified shoppers call at stores. "If the display material is up," Hagaman explained, "and the salesman knows his story on the product, we present him with a \$100 savings bond. We take a picture of him and publicize it in our sales organ. . . . No one knows where 'the X's' will arrive next."

McKesson's "Hottest"

Nolen demonstrated the "hottest display in the drug industry right (For Timex watch of U. S. now." Time Corp.) "We'll take all the displays of this type they can give us: It's got a lot of color, and damn good motion, and a novelty idea. It consists of two watches and a little jar. The retailer puts water in it. One watch is dunked, and as it comes out the other comes down. The one that is out comes down and hits on an anvil — and that thing runs." Wherever McKesson's men have taken this 26-inch-wide display, the dealer has bought. To get it, free, the dealer must take the whole display case, with \$87 of watches.

A display container device worked out with G-E, Herm Nolen said, "takes up a minimum amount of counter space. . . . It has four clocks, and the dealer can set them up if he wants to. But the biggest thing is, our salesmen can take it around and sell it.

Then appeared "the most effective selling piece we ever used in Mc-Kesson." (A display rack bearing a Kesson." (A display rack bearing a lot of sunglasses.) "You say you can't get salesmen to carry it. We told our salesmen, 'You will carry only this for the first week in January' . . . and they carried it." (They all have cars.)

Although normally sunglasses are not a big drug store item "we made many thousands of dollars in net profit in one week on this. People told us you can't sell sunglasses in January. But we sold more of them the first week of January than we did all last year. . . . We sold them in Maine (for snowglasses) as well as in Florida. We got the best average in Montana....

Now, if you go in with a card and try to explain this to a dealer, he won't get it. But the man carries it in, shows him what to do, puts it on a counter, shows him exactly what's in it. . . .

"We can't go around a second time with that display. So we have this case right here which we use for a second crack. Here are all the sunglasses; here are the actual charts. And under each of these tabs is the whole story-the price and everything. We'll sell another \$1 million when we work this kit. And it's on a line most of you never heard of— No-Glare. We handle American Optical and other lines.

Rockoff: "Does that cost the re-

tailer something?"

Nolen: "No, we just give it to him. But he buys \$156 worth of sunglasses."

Hagaman: "That product's a better style, isn't it?"

Nolen: "No better than American Optical."

Sawyer: "Is that for immediate or delayed delivery?"

Nolen: "Immediate-if you want

Hughes: "How much per unit re-

Nolen: "Thirty-nine cents up to \$1 or \$1.50. And these won't fall off your display piece. They are tied in here. That is the shipping case. We have fillers in them."

Making Time Count

He emphasized that "this is a \$156 sale," on which McKesson salesmen could afford to "spend five or 10 minutes. . . . We figure the promotional selling time of our salesmen costs \$21 an hour. So if they are going to spend 10 minutes-one-sixth of \$21 or \$3.50-we have got to have a large enough unit of sale to make it worth-while. . . . Our sales expense runs around 3%, so we could afford to send them out on a \$100 deal."

McKesson joins several manufacturers in one promotion: "Here's a sample kit the men are working next week-a 'Savings Carnival.' We've put 12 samples in there, all on regular items—Breck, Dr. West, Williams shaving cream, Pepsodent and others - and this is a \$160 order. We put this together ourselves. We have banners and other point-of-sale material, and motion displays - for Hazel Bishop, Evening in Paris, Liquinet and Cutex. . . . The retailer is pretty apt to put up this sort of material. Our salesman will put it up if he doesn't . . . in the window and inside the store. . . . We want 10,000 of these up next week. And next week we hope to sell, oh, about \$2.5 million of this kit."

(The merchandise is shipped separately.)





WHITE ROCK trademark for walls, mirrors, coolers in liquor, drug and supermart outlets.



Dazzling Mirro-Brite messages sell SCHLITZ from many "extra" locations in dealer outlets.



CLUB ALUMINUM die-cut stands on product or serves as individual handy sticker.

AMERICA'S LEADING ADVERTISERS USE KIFFN-STIK

the moistureless, self-sticking adhesive



Multi-purpose price marker lets the retailer display his price in the most advantageous spot.



CIVIC GROUP tells safety story in Day-Glo on easy-tosee bumper strips.



Novelty piece slides between packages, holds firmly to shelf projects at right angles for 2side display.



Simple die-cut and slide-stick arrangement provides lifelike 3-D can for shelf-strip display.



KEEPS YOUR POINT-OF-PURCHASE ADVERTISING ON THE JOB!

Your printer can create advertising that sells for you! . . . successful point-of-sale pieces that dealers welcome because they stick without water . . . hold tight on any hard, smooth surface.

Printed on a wide variety of paper, foil and acetate processed with KLEEN-STIK, they make complete, self-contained displays that get up and stay up.

Simply remove protective covering and press in place. Small die-cut pieces with all-over KLEEN-STIK backing serve as shelf strips, cash register spots, back-bar pieces and door displays. For larger units, a KLEEN-STIK spot in each corner (applied after printing) will hold up a window poster. Ask your printer or lithographer.

KLEEN-STIK PRODUCTS, INC., 225 N. MICHIGAN AVE., CHICAGO 1, ILL.
Plansers in Pressure Sensitives for Advertising, Labeling



Instruction or identification labels in rolls are ideally suited for automatic label machine dispensing.



COLORFUL labels ride export packages, double as baggage stickers, 100.



Advertiser exploits vertical edges of food store shelves with a simple slot-and-tab Popout—seen from both sides.



KLEEN-STIK holds this handy, flocked change pad to wood or glass-topped counters.



HAVE YOU JOINED THE P.O.P. Idea of the Month Club? If not, write for FREE MEMBERSHIP on your company letterhead.

To a query from Haecker, Nolen replied that McKesson considers p-o-p all material, including racks, that does not cost the retailer anything. He showed one rack, costing the retailer \$1,200, which he called a "piece of equipment in the store."

Haecker thought this budget "gets all mixed up because we put into it envelope stuffers, line folders, catalog pages, etc., which to me is not promotional p-o-p material but should be called selling aids.

And to a query from Derrick, Haecker said "we should draw the line on material which is used for onetime promotional effort, as opposed to semi-permanent display pieces."

Showing a Gillette rack display, Nolen explained that the retailer "buys \$29 of merchandise and gets the thing free. . . . We find it difficult to charge the retailer for a display. We have to give it to him—even though the cost is hidden in some way."

Other requirements: A display case must "occupy minimum floor or counter space. (A lot of advertisers want to spread them all out!) . . .

We want a four-color job and, if possible, motion. But motion is expensive, if you have to buy a display with electric motors. We want it easy to install . . . adaptable to follow-up, so that our men can see that it is used. We want it to be a good retailer selling tool, like that U. S. Time piece, or Gillette. . ."

Boian showed that "we have a lot of different avenues of approach to the market—for example, hardware, jewelry, electrical, in addition to drug. . . . A flatiron or a clock means something entirely different to the druggist than to the jeweler. . . .

"But even without blocks of salesmen, or anybody else, here's a display for a clock which is a combination container and a display in itself.... The dealer lifts out the clock, puts it down, presses on these two corners here (notice the score marks on the side), and there's the display. He puts his clock up, and he's in business....

"Here's another. This also comes factory-packed, right along with the merchandise. But the dealer has to put in three clocks on each side. Still, if the product is in the package, it displays itself." (Often the dealer does not know beforehand that he is getting a display with the merchandise he ordered.)

"Packaged" Displays

Showing photographs, Boian gave an "even more dramatic" example of container displays: "This is Dave Mescal, our fan sales manager, starting with a floor fan carton. As he opens the lid, there are the instructions as to what to do with the pieces in the box. He takes out the filler. (Instead of the old brown corrugated, it's now a white board on which is a two-color printing.) Then the corner piece. He has in his hands another piece, which is notched. . . . You can see how the display grows . . and there it is on the floor. . . . He takes out the fan and puts it in front of what he has built. Then he gets the bottom filler and the other two legs, and the box in which the fan was, with the fan in front

For a motion display, the dealer can use little pinwheels to show air circulation. A red column looks like a theymometer. The copy says: "Hot—fan turns itself on, and the column goes down. It says: Cool—fan turns itself off. It's really a dramatic eye-catcher in the window."

G-E, Boian explained, develops such devices "to perk up interest of



Consult a Lakeside Plastic representative . . . Idea sketches furnished without obligation!

in Plastic, Metal, Wood and Glass

- illuminated, non-

illuminated and animated.

standing, individually designed signs and displays





GLUEK'S

SALES OFFICE: 407 SOUTH DEARBORN ST. CHICAGO, ILLINOIS

Lakeside Plastics-members of the FOPAI, NBWA and SPPA Associations.

jobber personnel."

On proportion of displays which retailers use, he said that with "just ordinary displays 50% would be damn good. But this way we get better than 50%." To a question he estimated that the in-pack displays get "closer to 75% use."

As "part of the pack," these displays are free to dealers. Others, including semi-permanent store fixtures, are worked out on a co-op basis with the jobber, who makes his own deal

with dealers.

Low Cost, Big Use

Saul Rockoff told the preceding speakers that distillers are not permitted "the merchandising things you can do. . . . We can't go over \$10 on one display item. The brewers can go up to \$25."

For the problem of pilferage: "Here is a display we made up to hold bottles. . . . In the lavatory on the newer Pullman cars there's a water jug. It sets in a ring of rubber, and sometimes you have to break your arm to get the jug out. We employed that principle to keep these bottles set in and yet not say to consumers, 'We don't want you to steal this bottle.' If you lifted the bottle, the whole display went up." It was necessary and it worked.

A cash register sign, with a pen-cil tray, mirror and calendar, "has just been ruled out in California because it has utility! Somebody might look in the mirror to see if his tie is on straight. The calendar might be construed as a piece of equipment." But simple, low-cost items can be effective . . . such as 85,000 colored plastic stirrer-holders.

The three-dimensional 7 Crown whisky symbol is made of sterophone. When this material was first offered by display houses, "we found that we could cut it with a band saw or a hot wire." Rockoff wouldn't "venture to guess" how many of these symbols have been produced. "We have them in red and white; in sizes from 10 to 36 inches. They all seem to be as popular today as they ever

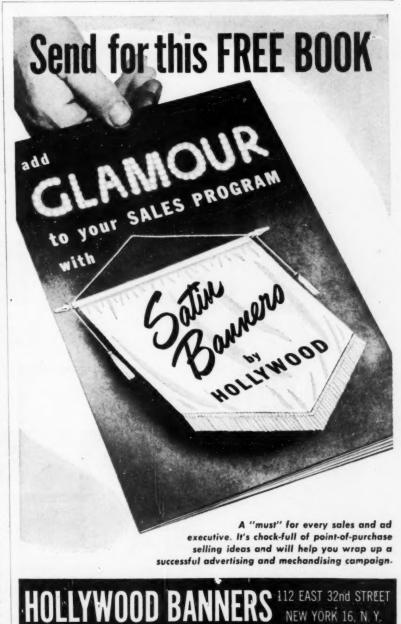
How do you get your product out from under the counter when your competitors have made deals with retailers? Seagram approached this problem "from an unselfish point of view. We ran a double-page ad in Life, Collier's and Look, backed it up with a lot of newspaper advertising, and set up a gift 'season'-in Aprilon the theme, 'Every Season Is a Gift Season.' It pays off.

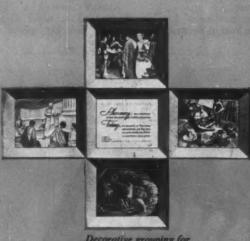
"We put these 32-odd pieces into a big envelope and gave it to our salesmen, our sales promotion men and window display services to install in the various outlets. Only two small signs carry any Seagram copy. We did refer to the word sure. (Our slogan is, 'Say Seagrams and Be Sure.') . . . All this brought our merchandise out front. That April was the biggest month we ever had."

Could they ask more?
Other "package promotions" for 7 Crown whisky are held in September, at Christmas and in February. In June there is a summer promotion for Seagram's Golden gin.

Charlie Derrick pointed out that Pepsi-Cola used to have "a whole series, for Thanksgiving, Fourth of July and so on. But a year ago we came out with just a general promotion that said, 'Enjoy the Holiday, Get Plenty of Pepsi.' It can be used locally or nationally. This thing is amazing.

Rockoff showed a lithographed floor stand to which signs can be affixed, featuring special occasions,





Decorative grouping for wall or window area



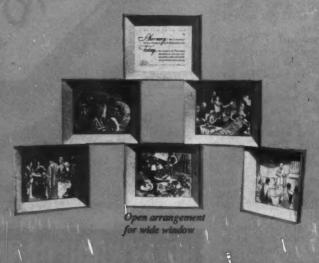
Vertical combination for narrow space

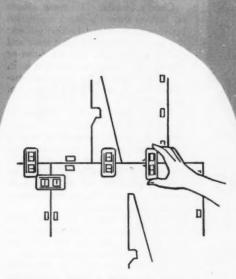


The central space may be occupied by pharmacy exhibits



Mass grouping that can stand or hang





Hundreds in ONE!

Using five paintings of significant episodes in the history of Pharmacy, and a decorative panel of explanatory text...Parke-Davis sponsors the most adaptable and most practicable display ever offered to drug stores.

Any or all six shadow-box panels can be used, in any combination. Simple metal clips (patented), can be easily and quickly applied; and with back easels, permit any order or arrangement of the panels in hundreds of patterns.

The Parke-Davis display is a unique type of institutional advertising that contributes to the public understanding of Pharmacy and prestige of the pharmacist. It delivers greater value to the advertiser because of its high retailer demand, adaptability, and longer periods of use.

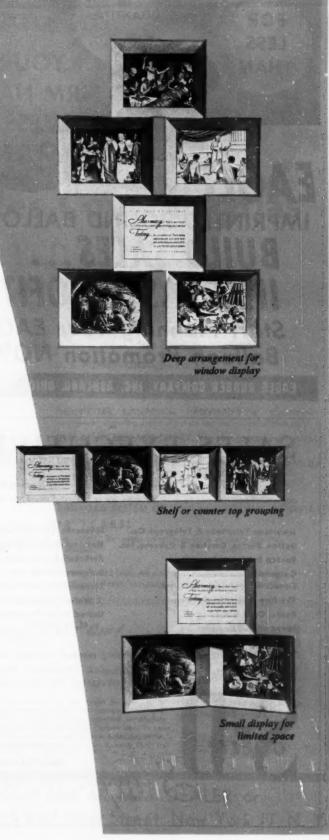
. This associated panel display was developed, and produced, by Einson-Freeman in cooperation with Parke-Davis & Company.

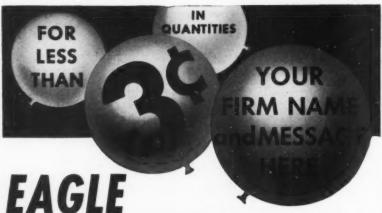
The panel pattern also permits the re-issue of art or color photographs which have previously appeared in your literature or national advertising. Reproduction negatives or color transparencies can be used again to reduce costs. Model displays can be made for your approval.

If you want more acceptance, effectiveness and use in your display...phone, wire or write

Einson-Freeman Co., Inc.

Originators of display ideas
Starr & Borden Aves., Long Island City 1, New York





IMPRINTED ROUND BALLOONS
BUILD SALES...
INCREASE PROFITS

Start Planning Your EAGLE Balloon Promotion NOW!

EAGLE RUBBER COMPANY, INC. ASHLAND, OHIO



SALES EXECUTIVES

The following companies and many other leading business organizations have used S-D Surveys for marketing research services.

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Colgate-Palmelive Company
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Monsanto Chemical Company National Biscuit Company Ruthrauff & Ryan, Inc. Safeway Stores, Inc. Sylvania Electric Products, Inc. J. Walter Thompson United States Department of Agriculture

When you are considering a marketing research survey, we would be glad to discuss your project with you.

S-D Swiveys INCORPORATED

642 Fifth Avenue New York, New York FLaza 7-2430 "gift headquarters," etc. "It has a flashing light behind the '7' and a steady light which can be used as a night light."

Charlie Strauss: "In p-o-p efforts on fashion there's a sharp distinction between two sorts of fashion outlets: the department or specialty store and the little shop that has one form or another of fashion merchandise in it. . . . The small fellow welcomes material from the manufacturer of brands."

But in the \$2 billion fashion industry there are "very few brands, although brand recognition among the smaller stores is very great. They want material which confers on this merchandise the sense of being accepted nationally . . . of being fashionable . . . or of having been seen in the national magazines.

"The first step is to give them very simple material which says, 'As seen in . . .' and ties up with our fashion or national magazine ads.

"For the big store, on the other hand, that does a giant business in fashion, most manufacturer-supplied point-of-purchase material is unwanted. That's the general thing. The exceptions, of course, are what try the ingenuity of the advertising manager in fashion.

How Does It Look on Her?

"The one thing a woman wants is fashion. The one thing that isn't apparent to her is how the fashion will look on her. So we rely greatly on merchandise on somebody. This (showing a trim Sacony model) happens to be the best selling dress. It has been for several years, in its current version each year. It has greater distribution and sales than any other dress in America. . . . The function of this (display) is to catch your eye; . . . to show favorably how it looks, and quickly to identify what it is and how much it is. Our job is to present it alluringly without making it exaggerated. In other words, it has to be true. . . .

"Here's one you will see tomorrow in Life. We reproduce it at point-of-purchase to have a woman say, 'That's the suit I saw in Life this week. They have it here at such-and-such a store' . . . and have her step

in and take a look at it."

The paper displays are sent without backing. "The retailer does what he wishes with them," for window and interior purposes. "Don't forget, they are spending their own money anyway for displays. They have a display man. He may put this thing into three dimensions and into lights. The

NOW CLEARTYPE

Executive Sales Control Atlas

of the UNITED STATES and CANADA

182 pages

CONTENTS

Size 8 1/2" x 11"

THE WORLD.

NORTH AMERICA-general map.

UNITED STATES—showing 300 principal cities.

Six SECTIONAL maps of the UNITED STATES showing all counties and all cities of 10,000 population and over.

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DISTRICT OF COLUMBIA and HAWAII, showing same data as for individual states.

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RAILROAD SYSTEM OF U.S. and SOUTHERN CANADA

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Printed on heavy 50% rag content paper and pressure laminated* between smooth-surface acetate sheets, tearing, ripping or destruction through usage is almost impossible.

A truly utilitarian atlas to be used as well as to be read.

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main thing is the size of the order we sell the retailer. As his investment in our merchandise increases, the dis-play increases. You can call it Sa-cony's Law of Point-of-Purchase in the Fashion Industry."

He showed counter-card-size versions of this material. Sacony booklets tell stores "how to arrange a whole window with merchandise. . We also offer \$5 per photograph of a display. It actually costs the stores more than that today to make them. But they send in hundreds . . . and these are only a fraction of all the windows we get." Sacony reproduces the best-looking as a guide to other stores.

Women's fashion advertisers, Strauss believed, may learn from brand pioneers in men's clothing, such as Arrow: "They give retailers guidance on what to do in a whole de-

partment."

Only If Dealer Uses It

Jack Morris showed photos of Schaefer material: "Our problem is getting material that dealers will take and then put up. We can't make deals with them. Nor can we sell a deal with merchandise.

"But with a variety of material, we can reduce waste. We design displays for particular places, and control distribution through our own salesmen. Our salesmen select the piece which the dealer can use. If he can't use it or doesn't want it, he doesn't get it."

Rising share-of-volume in super markets has brought problems of "merchandising within the store. A super market operator won't take the same things that a papa-and-mama store will take. We must give him things to sell-either ours or other merchandise-or things that will cre-

ate traffic for him.

"Jumbo displays help. So does excitement . . . or a tie-up with a consumer campaign, if you have some kind of gimmick in it. We've done special displays for super markets on the Dodgers. (Schaefer sponsors telecasts of Brooklyn Dodger baseball games.) With the television company, we put TV sets in super markets, with our merchandise and baseball copy and props around it."

Special merchandising men contact super markets. The primary job of the regular sales staff-in addition to getting orders - is point-of-purchase. "These men have to help move the stuff out of the store. That is why sales training is fundamental."

(Schaefer's salesmen are not unionized. Seagram's Rockoff and Pepsi-Cola's Derrick said, "We have that to confront.")

Carl Haecker brought no exhibits. Basically, he said, RCA-Victor is doing what others are - "particularly with getting merchandise out." Materials are paid for on a co-op basis with distributors. "Our direct contact with the dealer is through our field salesmen, traveling with the distributor doing a display educational job. We hope and trust!

"We like to believe that the proportion of our displays offered which retailers use is 100%. Naturally, there is always waste in this kind of material. But we study carefully the needs of retailers, and most of all the use of all current materials. This directs us along the proper lines.

Charlie Derrick: "We decided to build our point-of-sale around our national advertising. We sent out this calendar—which in itself is a piece of point-of-purchase. Each page has that month's ad. Our driver salesmen became extremely interested in what they were going to see in the magazines. . . .

"About a month later we hit them with this catalog. It has the whole year's program. We tell what magazines, radio, etc., do for them and how p-o-p follows through, and we break it down by markets. . . . We show them displays related to spe-

cific ads.

"Take the April ad. It's got a pretty girl. Down in the corner is some food. It is really food, and what they can do with it. . . . In telling this to a bottler, the girl attracts, the food sells. . . . We have developed this so it will go on our own carton rack. We did it with three specific ads, and then give them the take-home display."

(Among others, in the take-home field, Pepsi-Cola does "quite a job in

the Negro market.")

Across the country, Pepsi conducts "a tremendous three-sheet program." (These are posters on store exteriors.) "We selected the subjects mainly for eye appeal. Pretty girls. The consumers get a second impression when they walk inside." Also scheduled are 24-sheet posters, car cards, etc., to guide consumers "into the store."

Inside, Derrick showed, "the more you can do for the dealer in permanent display, the better location you're going to get. So we go in for brand registrations - such things as lighted bottle crowns. . . . Then here's the medallion type. It carries the girl in black-which is our feature piece. . . .

"In the on-premise market, we use pieces built around carton racks and

vending machines.'

Ray Dubrowin said: "Food store operators will generally accept motion displays, if a dispensing bin of some sort is provided with them. These are tied in closely with a given selling plan, and the reusable value of our bins have helped greatly."

To take advantage of shelf position, he mentioned a Jell-O shelfframing device that can be installed without harming the rest of the shelf.

"Since our display program for a given product is presold a few weeks prior to the start of the promotion, and we produce a realistic quantity, I'd guess that 85% to 95% of our material is put to use.

"This figure represents the main display item in a given package. In our recent Jell-O 'Animal Campaign' (featuring a bin capable of holding 10 cases of Jell-O and as the back panel a die-cut 3-D lion roaring for Jell-O) preselling exhausted the display bin-lion unit. Another piece in the package (again a lion, mounted

on a wire) was not so successful."

Sinclair service stations, reported Bill Kelly, want—in order: "1. An effective sign that can be seen by the motorist approaching the station; 2. Window displays that appeal to the motorist at the pump island, and 3. Banners."

An "eight-foot pole" sign for station display usually is placed at the corner facing the stream of traffic. "We have finally resolved on a brief, easy-to-read message, usually in Da-Glo. The last sign, 'Power-X Starts Easy,' could be seen several blocks down the street. Repeated at all 20,000 of our outlets, it gave us very effective advertising coverage."

Kelly estimated that "95% of the display material we offer to retailers is used. Unfortunately, the reverse is true with respect to pass-out materials, such as booklets, etc."

Bill Sawyer, who brought no exhibits, went back to the question of whether in the present hard-sell market, there is greater demand for and use of poor material

use of p-o-p material.

Derrick said that, in tackling the theater and "class fountain" market,

theater and "class fountain" market, p-o-p is "almost a factor in making the sale: 'We'll use it in our chain of theaters.' . . . But will you take down what the competition has now and do better?"

Haecker found the retailer "more anxious" to use displays. There will be more emphasis on price in them.

Morris said that any display with merchandise on it is much more effective if you include the price.

But Rockoff emphasized that, "if anything does induce the retailer to put up your display, it is decidedly his personal relationship" with the salesman . . . "plus an occasional genius in the sales promotion end of the business who comes up with the kind of display which the dealer will knock him down to get!"

They Are Intensifying Point-of-Sale Efforts

"What effect will the new 'selling era' have on the scope and intensity of your point-of-purchase efforts?"

Hagaman: "We will expand our efforts—but more from the angle of ideas than the dollars put into them. Our top people look upon point-of-purchase as important. They think we should be doing it a lot better than we are."

Nolen reported primarily as a wholesaler, serving 38,000 drug stores and other retailers:

"We have got to have point-ofpurchase material. We have got to have a hook of some kind to sell merchandising quantities to the retailer, and p-o-p is one of the best hooks there is. When you ask the retailer to buy something, he wants to know: 'How am I going to get rid of it'?"

He explained that the p-o-p programs which McKesson conducts with manufacturers reach "every last one" of the 38,000 stores. But it does not restrict sales efforts to manufacturers supplying p-o-p material. The effectiveness of manufacturers' publication and broadcast advertising, and of detailing work among doctors, also carries weight. "Point-of-purchase material is just one device for creating demand. But for products like drugs and toiletries it is important."

Boian: G-E's Small Appliance Department "always has been quite active in this field." The "hard-sell" era will not "tend to increase or broaden our scope. . . . We will accentuate and focus our efforts on individual problems as they develop." (The department's products range in retail price from \$2.98 to \$100, and weigh up to 100 pounds.)

Strauss: "In the fashion business we are lucky in that most retailers want to advertise in point-of-purchase displays, both counter and window. The fashion merchandise which a department store buys is its primary display. It is the largest ticket and volume item. . . . Our p-o-p plans work largely with our total distribution: The more retailers we sell, the more retailers on their own—without much extra impetus from us — will themselves wish to display our fash-



ions." (Sacony's 5,000 outlets include department and specialty stores.)

Rockoff: Restrictions on alcoholic beverage advertising — especially the use of radio and TV—give Seagram "more money to spend on sales promotion and space advertising.

"Also, ours is a rather emotional type of business. We have nationally about 188,000 outlets. Probably onehalf are package stores and the balance on-premise consumption. Each type of outlet creates a different problem in sales promotion. Local, state and federal regulations affect the type of material we are able to put out.

"The new era of selling is going to make great demands on us. In fact, it already has-to put a lot more excitement into our material."

How to Keep Pace

Morris: Brewers face similar problems as to regulations and varied retail licensees. In addition, they sell through grocery stores. Because Schaefer "always has been very intense in point-of-sale advertising," it is concerned today "largely with keeping pace with the changing types of outlets, and getting the kinds of things our outlets will accept. Many

SHMOO BALLOONS **Your Products** Yes, the Shmoos are back in Dogpatch and all America, young and old, are talking about 'em. You can cash in on this enthusiasm by ordering Shmoos imprinted with your sales message for give-aways. Because PIONEER Qualatex SHMOO BALLOONS e are inexpensive, easy to distribute · have real toy value as premiums carry your product name wherever they go *Copyright U.F.S., Inc. Get ideas, samples and imprint information from our Premium Dept. Write today to ..

things they would accept yesterday, they won't accept today.

Haecker: "For aggressive, progressive national advertisers, the 'selling era' will be no different than it has been in the past." Selling problems 'are always tough. In point-ofpurchase we plan to do as much or more. I spoke with our advertising managers yesterday. They agreed that we must do a better job of getting displays installed."

"When business is good," Carl Haecker explained, "retailers don't do much with anybody's material. But when it gets tough, they will change their windows oftener and make more application of the materials they get.

There's terrific competition today for space in show windows. We are putting on a test to find out what happens to our material.'

Derrick had just returned from Pepsi-Cola's national sales convention in New Orleans. He reported "a very enthusiastic response to everything we showed. .

"What we really sell is a social amenity: People like to get together and have a drink. A year ago we built our advertising campaign around a 'light refreshment-reduced calorie' theme, using very smart looking girls as subjects. This year we put this theme right into the point-of-purchase material.

"Everybody talks about followthrough at point-of-purchase. . . . But the display end seems to go off in one direction and the print campaign in another. This year our whole campaign is a follow-through. What people see on television, what they see in the newspapers-bang! they see in the stores. . . .

We are a service agency to our distributors. They are independent businessmen, . . . who buy the material from us on a cooperative basis. Last year was our biggest in movement of display material—and thus far in 1954 we're 38% ahead of 1953."

"Tying the Hook"

Sawyer emphasized that Johnson & Johnson was a pioneer among drug companies in "'tying the hook' of p-o-p material with the sale of merchandise. Today, as hard-sell becomes more obvious, we are concentrating on that very philosophy.

"As competition for p-o-p material increases, we have increased the amount of merchandiser displays." The merchandisers are display racks carrying J&J and related items to "help bring about a greater departmentalization of the products.'

Dubrowin: General Foods' p-o-p "efforts are increasing. . . . To take advantage of impulse buying, presold through our advertising, we feel we must have off-the-shelf displays. Ninety percent of our material is designed for end displays or island displays. It is also prepared to provide ample room for related itemsgenerally selected by the food store operator."

Kelly: In the last year Sinclair Refining's p-o-p efforts were "greatly intensified. We will continue at the current level."

But It All Depends On Follow-Through

One problem-which time did not permit airing at the round-table forum-was

Question 5: How do you train your salesmen to get more and better displays in stores?

But there were three written re-

plies to it.

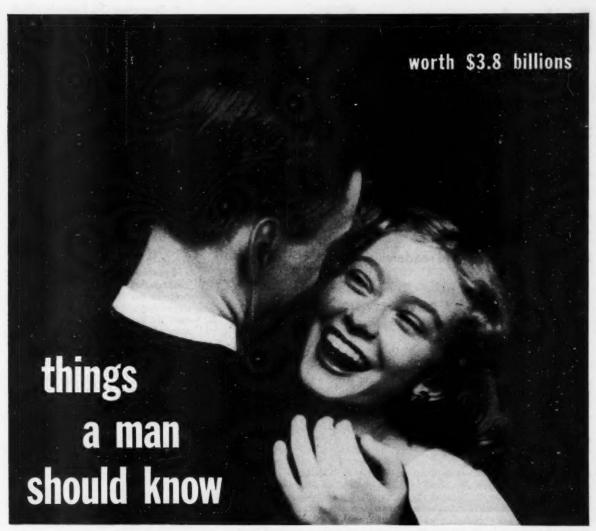
"We are developing a Bill Kelly: new method for training salesmen to encourage better display." At Sinclair's spring dealer meetings - attended by most of the company's sales representatives and dealers - a slide script gives step-by-step instruction on "how to put up point-of-sale materials and how to get the most value from them."

Ray Dubrowin: "Our department works closely with the product groups and their sales representatives when we prepare special presentation pieces. These pieces are primarily for the food store operator. They also set the format-giving the salesman the complete package of factual material, the advertising for a specific promotion and the merchandising material available.

Carl Haecker: "Our salesmen are kept constantly informed of what is being planned, how it is to be used, how they are to promote this material, etc." RCA-Victor does this both at quarterly and annual merchandise meetings and "by bringing these people in from time to time to discuss our programs with them." Also, "home office advertising managerial staffs maintain close contact with

Sometimes, we assign quotas of display material for each salesman, at the time the merchandise quotas are being made. . . .

Others echoed Carl Haecker when he said: "It is really a question of understanding and follow-through."



about a girl

She sweet-talks. Under the froth, she's plenty determined, uses a light touch to get what she wants: a bouquet, a boy, a diamond ring.

She plans. Takes no chance with the future. Builds a home in her hope chest—before there's a "Mrs." in front of her name.

She listens. Intently! Stirred by even a whisper—if it's a voice she can trust...like Seventeen's.

She buys. Never stops spending! Bestows her cash and affection on people and stores who care about her—and tell her about it, in Seventeen.

seventeen

The one best way to reach the 7,500,000 young women in their teens.

\$3.8 billiens: yearly earnings and allowances of 7½ million teen-age girls

Eight Important Jobs You Can Do with P-o-P

- 1. Increase sales.
- 2. Introduce a new product.
- 3. Strengthen an old product.
- 4. Train salesmen.
- 5. Build and maintain dealer good will.
- 6. Make merchandisers out of salesmen.
- 7. Outflank competition.
- 8. Build circulation and readership.

BY DAVID BLAND Director of Advertising, G. Krueger Brewing Co.

When some advertisers think of point-of-purchase material, they think, basically, in terms of sales. Whether the display is tied in with a local or national campaign, or even with a merchandising deal, unsupported by other advertising, the basic objective is sales.

But while sales is certainly an important objective, point-of-purchase advertising can successfully perform other functions as well. And in the long run, these objectives can be as important and sales-producing as a display designed only to ask for the order.

Here are eight different advertising, sales and management jobs that point-of-purchase can accomplish:

1. Increase sales: The point-ofpurchase is the only place in the entire marketing chain where product, customer, dealer and money to buy, all come together. This offers the advertiser his best opportunity to ask for the order by getting his product and story up front where customers can see and buy it. Self-merchandisers, floor stands, counter trays, shelf markers, even simple easeled display cards, are all used for this purpose.

There is considerable statistical evidence that displays of this type can increase sales by as much as 300%. In self-service stores, such a display is the only way a manufacturer can influence brand selection at the store level.

2. Introduce a New Product:

The word "New!" has a dynamic impact at the point-of-purchase. Consumers are always looking for something different. New products introduced with strong point-of-purchase support, stand a better-than-average chance of success.

Point-of-purchase material can be the answer to the merchandising question, "Should a manufacturer create demand before distribution, or obtain distribution first?" A manufacturer can get both at the same time, with displays—and do it on a local, regional or national basis.

One famous manufacturer of a corn plaster achieved marked success some years ago when he introduced. his product in selected stores of a given city, through an effective window display. He hired the services of a professional installation house and got the installer to sell the druggist on stocking up as he booked the window. The window stimulated immediate and local demand, which was instantly satisfied from the dealer's stock. What's more, the demand spilled over into neighboring stores, which quickly expanded distribution and, in turn, stepped up demand still further. This pattern was repeated in major markets throughout the country with unqualified success.

This case history is not uncommon in the point-of-purchase medium. There are parallels in the soft drink, candy and other industries. It is a result that can be achieved economically and with complete geographic control.

3. Strengthen Old Products: Check the point-of-purchase accomplishments of the leader in any field and it will be observed that he is usually the heaviest user of point-of-purchase material. This is no accident.

What is virtually a byword to 50 million shoppers becomes an unknown brand to 2 million new customers who enter the market each year. The selling job, even of well-established products, is never done.

Conversely, selling weakness in a given product invariably becomes evident first at the point-of-purchase. The medium itself is complex. It requires management of the highest order-to plan as long as 10 months in advance, to time properly, to produce the most effective material which dealers will want and use, to distribute it with a minimum of waste and confusion. A product has to have good quality to deliver repeat business. It has to have sustained consumer demand to produce rapid turnover. It has to be well packaged to warrant display space. Industry leaders deliver all of this. Their leadership is usually reflected in the continued and intelligent use of displays —to keep their present customers, and to make new friends every day. The moment they begin to slip, it becomes immediately evident at the point-of-

4. Train Salesmen: One major food chain estimates that its labor turnover this year will reach 70%. The turnover of sales help in appliance stores is notorious. The sales staff of nearly all large manufacturers constantly suffers from a steady turnover of personnel.

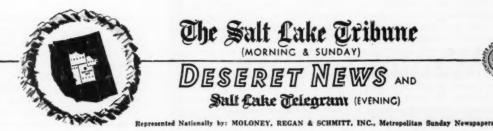
It is safe to assume that there are millions of dollars worth of sales and engineering brains, as well as advertising expenditures, behind many current and new products. Nevertheless, a customer is quite likely to enter a store and buy a competitor's product, even though it may be inferior. Why? Because the final sale is at the mercy of an inexperienced retail salesperson, or the customer's limited knowledge of the superiority of the major brand.

The sale is the final objective. Everything that goes into a product—the high-price executive talent, the expensive tools and dies, the engineering genius, the exhaustive research—all have that as the common objective. It is a gamble, and waste, to place all that talent and expense at the mercy of some youngster who may be working afternoons only, who hasn't had time to learn why one product is better than another.



Salt Lake Intermountain Market with a total in sales of \$1,600,000,000

To pitch your product in the prosperous Salt Lake Intermountain Market of 11/4 million people, rely on the complete coverage of The Salt Lake Tribune and the Deseret News & Telegram. Only these two metropolitan newspapers serve and sell this one big market that has a buying income of 27.4 percentage points above the U. S. Average. With one schedule at one low rate, you'll throw a ringer over the entire market.



The Salt Lake Tribune

DESERET NEWS AND Salt Lake Telegrant (EVENING)



There is a way, however, to bridge that gap and to reach the customer with your message, at the time he or she is ready to buy: with point-of-purchase displays. With a carefully developed display, the manufacturer can highlight the advantages of his product. He can romance its superiorities. He can appeal to the dominant emotion, achieve the most effective selling sock—all in his display, without depending on an amateur salesman.

5. Build and Maintain Dealer Good Will: A national advertiser enjoys an economic advantage over the retailer, because of his greater purchasing power. This is a fact many manufacturers can use to advantage in developing point-of-purchase programs. Consider an advertising clock, for instance. A retailer would have to spend as much as \$20 to buy a good-size wall or window clock. An advertiser, by purchasing in large quantity, can buy that same clock, with his trademark on it, for less than half the price. He can even resell the clock to the dealer at his cost price, save the dealer 50%, and insure having his message permanently at the point-of-purchase at virtually no cost to himself.

A smart advertiser can discover numerous opportunities to use his purchasing power to save money for his dealers. Clocks are not the only thing. He can produce a miniature soup kitchen with a heating element, for diners, to sell more of his canned soup. He can build de luxe cabinets to beautify a store and sell more of his greeting cards. He can buy refrigerators to hold his frozen foods.

These displays offer an excellent opportunity to win dealer good will—and permanent possession of a strong selling display. The dealer is anxious to save money, and to make greater profits. By using imagination and research, the advertiser can accomplish both for the dealer, and earn many merchandising favors in return.

6. Make Merchandisers out of Salesmen: The difference between salesmen and order-takers is often the merchandising job that is done at the point-of-purchase. By providing the right merchandising tools, management can help turn the order-taker into an aggressive salesman.

Suppose, for example, a salesman is required to put up three display cards a day. He goes into a store and talks to the owner to get permission to put up the signs. He can't just put them up; he has to use certain intelligent selling arguments as to why the

dealer should let him put them up. He has taken his first step toward becoming a merchandiser.

But he can't just stick a sign up and forget it. He has to place some merchandise under or near the sign. So he has taken his second step. Then he has to arrange the merchandise, and put a price ticket on it, and perhaps surround it with a few related items to encourage action. By the time he walks out, he has stopped being an order-taker and has become a merchandiser. By using the tool furnished him—the point-of-purchase display—he has actually performed the fundamentals of sound merchandising.

7. Outflank Competition: Pointof-purchase material can accomplish this objective in two ways: (1) as a medium in its own right; and (2) by the kind of material used.

When the question arises as to what advertising medium to use, the decision to concentrate on point-ofpurchase material can sometimes prove to be an effective, and unique, answer. If the leader in a field concentrates his advertising funds in newspapers, it is useless for a company in a lesser position to attempt to match him in that medium. To do so would take more dollars than he could afford. Moreover, if the leader really dominates the medium, as Coca-Cola does with outdoor boards, the signature of the weaker competitor will unquestionably be over-whelmed. The wiser strategy would suggest that the weaker competitor concentrate his advertising efforts in a medium that is not dominated by an advertiser in his field. The medium of point-of-purchase is one alternative that advertisers can utilize.

It is economically impossible for an advertiser to be dominant in every medium. It is also economically impossible for an advertiser to dominate every avenue of point-of-purchase available. For instance, an advertiser might concentrate his display funds in an intensive window display program; or, in a long-range campaign of store-front and highway metal signs; or in large outdoor electric signs; or with elaborate window decals; or in a strong campaign of wire or wood merchandise stands. But the opportunities of point-of-purchase are infinite. There are cardboard displays, ceiling mobile units, valances, clocks, booklets, paper streamers, etc. Surely within this great yariety, an adver-tiser can select one or two areas where, by concentrating, he can do a stronger job than any competitor, even the industry leader.

Many small advertisers find it good

business to let the big competition build up strong consumer demand for a product, and then capitalize on that demand by concentrating all available funds in effective display material.

8. Build Circulation and Readership: This is an aspect of point-of-purchase advertising that is seldom fully appreciated by advertisers. Yet there are some products that became famous solely through the use of the medium.

While it is impossible to measure actual circulation and readership of point-of-purchase advertising, certain broad assumptions can be made on the basis of known factors.

Circulation may be defined as the number of persons a message can reach, whether those people actually see it or not. That's the basis on which newspaper and magazine circulation is established.

On that basis, it is reasonable to estimate the circulation of an outdoor metal sign or window decal, by multiplying the average number of people per day who pass it, times the number of days the display is up. On this basis, cost per thousand circulation of point-of-purchase advertising is amazingly low. For a decal that costs \$1, which remains up two years on a window that has only 1,000 people per day pass it, the circulation cost becomes one cent per 7,300 people!

What would be the readership? Many attempts have been made, without success, to measure it. But again it is reasonable to assume that it would not be less than claimed by standard media. A trademark doesn't have to be remembered, necessarily, to be considered "read." If it registered, it made an impression on the subconscious mind, and repetition will eventually give that trademark prestige whenever it is seen on a package or display. Even a simple paper sign that remains up on a window for only a day, could have higher actual "readership" than an advertisement in a newspaper whose circulation consists of relatively few people who might be prospects for a given product, at a given outlet.

Point-of-purchase advertising, then, can do more than just stimulate immediate sales. It can be used to introduce a new product, to strengthen an old product, to train salesmen and retail sales personnel, to create dealer good will, to make merchandisers out of order-takers, to outl'ank competition, and to serve as a dynamic advertising medium.

The End

Gillette Boosts P-o-P 66% in Three Years

Ad investments will go up another 9% in 1954, for P-o-P in 1954.

Gillette Co., Boston, stepped up combined advertising-sales promotion expenditures 56% between 1950 and 1953, inclusive, SM was told. In the same period this multi-million-dollar advertiser increased point-of-purchase expenditures 66%.

This year Gillette plans a further rise of 10% in total and of 9% in p-o-p expenditures from the 1953

level.

A large part of the p-o-p increase Gillette attributes to the development and wide use of a merchandise counter unit for razors and blades.

Although General Electric Co. boosted total advertising-promotion expenditures 15% between 1950 and 1953, and plans a further gain of 10% this year, it has made no increase in p-o-p in the four-year period.

"Fewer and Better"

A leading food advertiser, who asks us not to reveal his company's name, reports a gain in both total advertising-promotion and in p-o-p expenditures since 1950, with a further rise in total (but not in p-o-p) in 1954 from 1953. This advertiser is using "fewer and better pieces—confined to volume outlets."

To ascertain what effect television expenditures might have had on point-of-purchase efforts, SM put these questions to the 20 advertisers who were the largest users of network TV time in 1953. Only three of them would reveal comparative data.

In the year 1950 Publishers Information Bureau reports, these 20 advertisers spent in network TV time \$16,934,272, or 38.18% of the \$44,356,772 spent in network TV by all advertisers in that year.

In the first 11 months of 1953 these advertisers spent in network TV \$108,449,545, or 53.43% of the total of \$202,969,531 by all advertisers.

"LOST SALE" QUIZ: Do you have a Speedy Spencer, a short-call sparrow, on your sales staff? He calls too briefly on major accounts. Turn to page 58 of this issue for three causes and the cure for Speedy Spencer.







Somebody say something?

Been some talk about who's biggest in Chicago radio. Here are the facts:

For a long, long time,*
WBBM has always been the
big station—the top
performer—in Chicago. And
still is, day and night.

Daytime: WBBM delivers an audience 43.2% larger than that of Chicago's next station...larger than that of the third and fourth stations combined.†

Nighttime: WBBM's average audience is 27.3% larger than that of the next station... 68.0% larger than that of the third station.†

'Nuff said?

WBBM RADIO

Chicago's Showmanship Station 50,000 watts • CBS Owned Represented by CBS Radio Spot Sales



Sales Barrier: Consumers No Savvy **Old-World Wine Lingo**

New labels on Paul Masson bottles which use terminology both the consumer and dealer can readily understand have one purpose: to make it easier to buy.

"We can sell more wine to more people . . . if we find more ways to help the customer to meet his own tastes and requirements."

In 1952, out of this basic idea, came a new packaging program for Fromm & Sichel, which has operated Paul Masson since 1854.

Objective was twofold: (1) To help the consumer with the problem of choosing his wine, and (2) To help the dealer who is selling the product.

A wine package is vitally important for two reasons: (1) wine, since it is "alive," must have more careful protection than other foods and beverages; and (2) since it is somewhat "mysterious" to the majority of U.S. consumers, labeling must be more informative than on almost any other food or beverage in general use.

Wine is almost as ancient a food as bread (and by the people of many civilizations considered almost as necessary). Because it did not originate in the U.S., but in distant countries in old times, nomenclature is strange to Americans. Yet "naturalization" presents problems because the grapes from which the wines are made in California are still known by their old names.

The makers of the "popular," lower-price wines have met the problem by various kinds of simplification in labeling, including informative back labels. Some makers of finer wines also have adopted informative back labels.

Excellent as the idea is, it is one which is likely to sell the person who is looking for a fine wine, rather than to convert a "shelf-eyer" into a buyer. A front label which immediately tells a story is what is required to stimulate the impulse purchase. New front labels which make fine

Labels for the sophisticated . . .



change to labels for the hesitant

Top photo shows labels still used in the West. Lower photo shows how redesign for new markets in the East pulled line together under the "Chateau Masson" brand name, added more information for shoppers. Example: "A white dinner wine made from the rare pinot grape. Best when chilled."



wines intelligible to the inexperienced shopper in grocery or package stores were therefore sought by the company. Instead of the terms, "Vin Rose Sec," "Pinot Blanc Vrai," "Riesling," "Pinot Noir," etc., familiar to winedrinking Californians and still used by the winery in its western territory, new labels were created for the nationally-merchandised Masson line. These were recently introduced and are currently promoted on the eastern seaboard. The brand name for the four featured table wines is Chateau Masson. The wines are identified as: "White—Very Dry"; "White—Medium Dry"; "Pink"; and "Red."

The words "Chateau Masson White," "Chateau Masson Red," etc., are in large type, readable at first glance as a shopper scans the shelves. A closer look adds the special information which identifies the wine for the experienced and advertises its type and quality: "Mountain Pinot Noir"; "Sauterne—Mountain Semillon"; "Rosé — Mountain Gamay"; and "Burgundy — Mountain Pinot Noir," in neat red type on the white label. These terms, given after the "explanation," reassure the shopper about quality. A closer look completes the information. For example: 'A white dinner wine made from the rare pinot grape. Best when chilled." In smaller type this information follows immediately after the data on color, generic type, and grape variety. The label identifies the wine as a California product: "Made and bottled by Paul Masson, San Francisco."

17 Related Labels

This line of table wines is part of a full line of 17, all related by label design. But the bottles differ according to the wine group to which the product belongs, or the market for which they are intended. For example, a "twin heart" set aimed at the gift market brings "Rare Tawny Port" and "Rare Cream Sherry" to market in fancy decanter-type bottles. But the heart-shaped labels carry the "medallion" which is on all of the bottle shoulders, or incorporated in the labels, with its portrait of the founder of the winery.

The same type face for the name "Masson" immediately identifies the divergent packages and relates them, whether the contents are a table wine, dessert wine, vermouth, brandy, or special gift line. Exceptions are five champagnes and sparkling burgundy, and the five table wines (not included in the nationally-distributed line of 17 items) put out in the traditional bottles and traditionally labeled. Another point of identification for the new national line is a sketch of the winery, with grape country background. This appears on the Chateau Masson line of table wines and on the





The Dallas Morning News is the only newspaper with merchandisable coverage of the 72-county Dallas Market . . . where 38.9% of Texas' population makes 39.5% of Texas' total retail purchases!



More people BUY The News...more people READ
The News...more people are INFLUENCED BY The News
than any other North Texas newspaper.

CRESMER & WOODWARD, INC., NATIONAL REPRESENTATIVE . New York . Chicago . Detroit . Atlanta . Los Angeles . San Francisco

dessert wines, "Rich Ruby Port" and "Choice Muscatel," and on the appetizer wine, "Pale Dry Sherry." The vermouths carry traditional labels but are tied into the line with the "Masson" name and the vignette of the winery founder, embellished with an elaborate scroll and the words: "California's Immortal Pioneer Vintner: Paul Masson."

The packaging does not stop with bottle and label. "To protect their precious quality," sales literature explains, "Masson table wines are properly closed with long corks of the best quality." These and the necks are then capped with the appropriate overseal to the type of wine. Seal for the Chateau Masson White wines is white, for the pink a pale rose, for the red a bright red.

As an extra packaging refinement, the table wines are placed in the shipping cartons in a horizontal position "to insure further the fine quality and continued aging in the bottle" Fromm & Sichel inform dealers and consumers.

Another packaging detail is incorporated in the "Heart Bottle." Packed in a bright gift carton, each one is numbered and registered with the winery, to dramatize the rarity of the contents. The twin gift decan-

ters are merchandised to dealers and through them to the consumer as the "Masson Rarities," and the wines are advertised as "masterpieces of winemaking."

The Vermouth packages appeal to the amateur bartender with back labels which give popular cocktail recipes. Users are reminded that the Masson Double Dry Vermouth "will keep a Martini dry no matter how much Vermouth is added."

Inventory Before Expansion

Paul Masson has long been known nationally for its champagnes but the table wines until recently were sold only in the West. Fromm explains: "We did not attempt to extend our market until we had a sufficient inventory of these wines."

To assist dealers and to help in training salespeople in product information, Fromm & Sichel supply a pamphlet. Called "Facts About Masson," it gives background on the firm, its reputation, tells how grapes are grown and how wines are made, and something about the makers. It is very popular.

Retailers get some reasons for stocking and pushing the F & S line.

Examples: "The new packages are outstanding for their beauty and simplicity. They are the result of many years' experience; the information given on the labels makes it easy for the consumer to select and use his preferred type of wine for greatest enjoyment."

And: "To reduce the line to a minimum of types and at the same time to include all popular fermented products of the grape is a courageous step in the direction of simplification on the highest quality level. This simplification affords the retailer a much smaller inventory and is a welcome aid in retail merchandising."

How have dealers and the public responded to this program of, as Fromm puts it, "giving the same fine brands but making it easier for the buyer to know what is in the package"? Distribution so far in the East, South and Midwest backed up by considerable advertising, has taken in New York, New Jersey, Washington, D.C., Connecticut, Massachusetts, Illinois, and Dallas, Tex. These markets have been particularly responsive to the table wines, vermouths, one sherry and one port; the sparkling burgundy, brut, pink and triple red champagnes and the de luxe brandy.

Which Weaknesses Hurt Your Men Calling on Purchasing Agents?

Is it lack of product knowledge? Or technique of salesmanship? Are your men making good first impressions? When is their personal appearance most important? What tendency must a well-liked salesman guard against? What kills sales?

BY JOHN E. BEX
General Manager, Farm Supply Division,
McMillen Feed Mills, Central Soya Co.

1. As sales managers, all of you are doing an effective job of teaching your men about your product. Eighty out of the 96 salesmen rated were "good" on product knowledge, as well as on knowledge of comparable competitive products.

2. The weakest point in all selling is "sales techniques." Even with proper product knowledge, many salesmen did not make a good sales

presentation, they did not convince the buyer, they did not hold his interest, and did not have a plan either for the current interview or for future appointments.

3. The second weakest point in the overall sales picture is lack of knowledge of customer needs. On this factor there was a wide variance in the ratings between those salesmen making a first call and those who

called regularly. Your training programs should stress the need to learn everything possible about a customer's business, his product, and his requirements before going to sell him; they should stress techniques developed for obtaining additional information on this subject in the first interview.

4. The salesman who calls on the trade makes a different impression on his first call than he does on his regular calls. One of the most interesting things disclosed by the survey was the fact that so many salesmen were rated poor on both "Appearance" and "Approach" when they were making a first call, whereas almost all the salesmen who called regularly were rated good on these two factors. When a stranger walks into the office, a purchasing agent has only his appearance and approach to judge him by. When a man he knows well walks in, the purchasing agent apparently doesn't notice particularly how he looks. Remember you have only one chance in the world to make a favorable first impression. That first impression is particularly important in making cold contacts, and diminishes in importance with increased knowledge of the customer. More attention to these two factors in the training of salesmen who are calling on "new prospects" will pay dividends.

5. Most experienced salesmen who make regular calls do a good job. The biggest fault purchasing agents have to find with the men who call on them regularly is that they take too much of their time, and sometimes drop in for a chat with no special purpose in mind. When purchasing agents have a busy schedule they are embarrassed because they don't want to hurt the feelings of a man who is helpful to them.

6. The best selling is done in the capital goods equipment field, where engineering knowledge and other technical information is more important than sales skill. Where any specialized training or experience is a requisite, a fine sales job is done. Where the unit of sale is small, and where sales techniques determine who gets the business, there is considerable room for improvement.

7. Almost one-third of the salesmen calling on the trade, in Fort Wayne at least, seek new business. Thirty-two of the 96 salesmen were making their first call on the particu-

How It Started

Have industrial salesmen, too, forgotten how to sell? The Fort Wayne Sales Council, which was going to send out members to shop retail stores to test retail salesmanship, decided to find out.

So purchasing officials in 10 Fort Wayne firms volunteered to rate systematically the salesmen who called. In all, 96 salesmen, who were not aware that they were being rated, came under scrutiny.

These firms participated: American Steel Dredge Co.; Bowser, Inc.; Bursley & Co.; Fort Wayne Corrugated Paper Co.; Michigan Wholesalers; Tokheim Oil Tank & Pump Co.; Indiana & Michigan Electric Co.; The Kroger Co.; Lincoln National Life Insurance Co.; McMillen Feeds.

Salesmen offered these and other products: grinding wheels, rubber goods, heavy duty machinery, lubrication, steel, hardware, electrical connectors, wood poles, janitor supplies, forgings, insulation wool, bandages, office supplies, lard, shoe polish, bags, insurance, antibiotics, agricultural chemicals, printing, freezer paper, cafeteria equipment, and asphalt roofing.

The Fort Wayne Sales Council, which conducted this study last year, is considering a larger analysis next year. The idea: to have all members participate in an appraisal of selling in Fort Wayne.

lar purchasing agent who made the survey. That might be a clue to market analysis and expanding markets which will be helpful in a general way to sales management. And, in about half these cases, the purchasing agent was favorably impressed and indicated that he would like to do business with the salesman and his company. To put it another way, 50% of your sales force out making new contacts are making the grade with these men, who for the most part have been dealing with

salesmen for a long time. We think that is a good average and speaks well for the type of personnel you hire and the kind of pre-training new men get before they go out in the field.

8. In an effort to appraise attitudes we ran into many pet gripes of purchasing agents. Since this whole subject of attitude is a question of human relations, we think some of the comments are of special interest. Some of these points are perhaps not applicable to all types of selling, but they warrant consideration.

One purchasing agent is irritated by salesmen who don't make appointments. Another disapproves of the salesman who asks for 15 minutes of his time and stays an hour. Still another commented: "This man has called on me three times now. I have a general idea of what product he sells, but I have never heard his name or the name of his company." Certainly it doesn't hurt to remind our salespeople that the things a potential customer wants to know the minute he sees a salesman are who he is, what company he represents, and what he is there for. One purchasing agent expressed resentment in these terms: "This guy thinks he knows it all. He is conceited but has little experience. He will never get an order by trying to tell me how to run this business. It seems that in this conservative community at least the man who is too optimistic and confident is not well accepted. Perhaps a word of warning to your men about moving in too fast might be advisable.



9. Another interesting point was illustrated by the answer to our question "Does he make a good sales presentation?" This particular purchasing agent commented "I don't know. He has never made a sales presentation to me. All he does is make a courtesy call. He doesn't think purchasing agents are important." He added, "Boy, is he going to be surprised when he finds out I'm the guy who actually places the orders around here!" Remember that it is just smart business to keep the purchasing agent in the picture.

10. What is perhaps the most important thing of all, is what we termed "Reaction." In its simplest application, the question is "Do you like this salesman and would you like to do business with him and his company?" Of the salesmen who call on customers regularly, 49 out of 62 rated a good reply. That is almost 80%. In a trained sales organization, calling regularly on the trade, it means that only one out of five calls will be duds. Of the new salesmen, however, only 13 out of 32 had sold themselves, their product, and their company on their first call on the purchasing agent.

Two adages sum up our impression of the purchasing agent's survey. "More business is placed because of friendship than for any other reason," and "More business is lost because the salesman fails to ask for the order than for any other reason." The End



CONSUMER ANALYSIS

NOW AVAILABLE

Find out where YOU stand in the big, bustling, booming St. Paul "half" of the Twin City Market. Get your free copy of the 1954 St. Paul Dispatch-Pioneer Press Consumer Analysis Survey . . . a comprehensive study revealing the brand preferences and buying habits of the 404,000 people who make the Dispatch-Pioneer Press their buying guide.

It's "just off the presses," and it's yours for the asking. Contact your Ridder-Johns representative or write Consumer Analysis, Dept. D.



Representatives

RIDDER-JOHNS, INC. New York—Chicago—Detroit Los Angeles—San Francisco St. Paul—Minneapolis Milphitt LITHOGRAPHED DISPLAYS ...









No "detours" for customers! When they see your Milprint lithographed display they stop—and buy!

Let your Milprint man help "map out" your display plans. You'll find him "tuned up" and ready to go with saleswinning ideas that pave the road to your customers' pocketbooks . . . that give your products the "green light" at the point-of-purchase!

Milprint offers the nation's most modern and complete lithography service from platemaking to presswork—plus the services of merchandising-wise artists and designers and printing craftsmen. You'll find it pays to call your Milprint man—first!

This insert lithographed by Milprint

Printed Cellophane, Pliofilm, Polyethylene, Acetate,

Milprint INC

General Offices, Milwaukee, Wisconsin Sales Offices in Principal Cities

Glassine, Foils, Folding Cartons, Bags, Lithographed Displays, Printed Promotional Material



Competition is getting tougher,



but **United**

AIR FREIGHT can HELP you meet it. Benefit

by better INVENTORY control, reduced IN-TRANSIT

TIME and STORAGE expense, READINESS for

the fastest MARKET CHANGES!



PACKAGING and HANDLING is MINIMIZED; costs

are cut. DOOR-TO-DOOR deliveries. 'ROUND-

THE-CLOCK service.



LOW RATES and NO

DEMURRAGE fees! Get the facts today.

When you BUY and when you SELL ...

it pays to specify... UNITED

WNITED
AIR LINES FREIG

Contact your nearest United Office or write: United Air Lines, Air Freight Div., 5959 S. Cicero Ave., Chicago 38, III.



From Sales Devices Throughout the Ages, by Joshua Meier Company, Inc., New York City

Drummers' Room in a Western Hotel, 1875

The Drummer's Great Day of Glory

What kind of man blazed the path of salesmanship in the United States? How did he operate and what impression did he make upon customers and the public? Now meet the man who brought the news from up and down the line.

BY GERALD CARSON

Henry Dreshler, a drummer from Newark, New Jersey, was tossed into the clink at Baltimore on a raw January day. The charge was selling goods without a license. Since it took him several weeks to get out of jail, and the penalty was a fine of from \$400 to \$600, "one fourth to the informer and the other three-fourths to the Public School Fund of the State," it is unlikely that Dreshler ever troubled the merchants and police of

Baltimore again. Or served his trade.

It may well be that Dreshler bitterly regretted becoming a "traveling agent" at all, for in the year 1869 the same indignity might have been visited upon him in Washington, D.C., Pittsburgh, Nashville, Memphis, Cincinnati, St. Louis, Chicago or Philadelphia.

"Philadelphia!" exclaimed an anguished Committee of the Society of Commercial Travelers appointed to

prepare a petition upon the subject of the unjust drummer laws. "Philadelphia! whose pattern-cards and specimens of manufacturers, spread by commercial travelers, have poured millions into her coffers! Baltimore, whose commercial travelers swarm throughout the Southern States. Pittsburgh, whose furnaces and mills, but for her commercial travelers, would long since have been silent."

Still a novelty in the commercial life of the middle 60's, the salesman "on the road" stopped only in cities and large towns. Not until the 80's was the man with the sample case found touring the country districts in his hired livery rig. The licensing laws directed against "foreign" salesmen proceeded upon the assumption that the traveling man was the rival of the local merchants, despite the fact he sold no goods to the consumer. It was generally supposed among drummers that the local jobbers tipped off the police about strangers

your business prospers . . .



When you cover the Billion

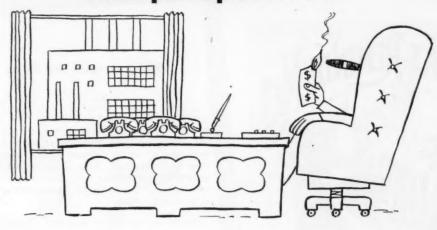
SPOKANE NO. 1 TEST MARKET IN THE NATION

I'M SURE GLAD WE MADE THAT TEST IN SPOKANE

SPOKANE RECEIVED THE LARGEST NUMBER OF VOTES OF ANY CITY IN THE NATION . . . REGARDLESS OF SIZE . . . IN SALES MANAGEMENT'S TEST MARKET SURVEY* OF ADVERTISING AND MANUFACTURING EXECUTIVES. . IT IS VOTED BEST FOR TESTS BECAUSE OF ITS UNUSUALLY FAVORABLE TEST MARKET FACTORS. GET THE FULL TEST STORY FROM YOUR CRESMER AND WOODWARD MAN.

*November 10, 1953

and prospers . . .



Dollar Spokane Market

IT'S ONE OF THE THREE MUST MARKETS IN THE PACIFIC NORTHWEST

Watch your business prosper when you cover the Billion Dollar Spokane Market and completely sell the prosperous Pacific Northwest. Here are the significant facts about the Spokane Market: its more than a million residents spend more than a billion dollars annually for retail goods . . . income per farm is nearly double the U. S. farm average . . . it's the heart of the Pacific Northwest, but an independent, unified and isolated trading area with a stable year 'round income from diversified industries and agriculture.

A BIG market in its own right . . . half again as large as the states of New York and New Jersey combined . . . the Spokane Market is vital in any Pacific Northwest sales program. You can't afford to pass up a market with more people than Baltimore or Cleveland. But, you do miss the big-buying power of the Spokane Market unless you give it the individual attention it merits. You can do so easily with just one effective, economical selling medium . . . The Spokesman-Review and Spokane Daily Chronicle, the two strong, local dailies which have been accepted and read as home-town newspapers in every segment of their vast and important area since pioneer days. With their blanket coverage and outstanding readership, they are the source of the essential ingredient that makes any business

Combined Daily
CIRCULATION
Now Over
160,000
81.84% UN-duplicated

THE SPOKESMAN-REVIEW
SUNGAY
SUNGAY
SUNGAY
SOCIAL WASHINGTON

prosper . . . zooming sales!

Advertising Representatives Cresmer & Woodward, Inc., New York, Chicago, Detroit,
Los Angeles, San Francisco, Atlanta. Color Representatives, SUNDAY
SPOKESMAN-REVIEW. Comic Sections: Metropolitan Group.

The Drummer Was a Great Story Teller . . . and Lover



Success upon the Road

A young man who was promoted from salesman to traveling-man or "drummer," went forth with all the enthusiasm and freshness of a "new broom" bent upon giving the old hand a few pointers on the royal road to success, After many days he returned, apparently very happy and much elated with his efforts. The head of the firm asked him what kind of success he had.

"Immense! immense!!" said he.

"Did you take any orders?" asked his employer.

"No!" replied the young "missionary."

"Well!" said the boss, "I can't see where the success comes in."

"Great scott," exclaimed the youngster, "I've only been out four weeks, and look at the album I've secured; the photographs of thirty different women, with their names and addresses, and all 'beauts' too!"

who were seen carrying packages around town, and therefore might be suspected of violating the law. Baltimore was the worst city of all from the drummer's point of view. A man with a bundle could scarcely appear on the streets without being scooped up in the paddy wagon. It took the development of mass selling, the concentration of capital and corporate power in the manufacturer, to sweep aside the chilly welcome which greeted the pioneer travelers.

In the rural areas the genial visitor with the heavy sample cases was a most welcome caller. He made the annual buying trip of the country dealer unnecessary by bringing the wholesale markets to him. Stock could be renewed oftener, goods had more style and less capital was tied up in inventory. Trade was better because the merchant could stay in his store and attend to his business.

Just when the commercial traveler started out "on the road" cannot be determined precisely. In 1823 an English traveler observed: "In the United States there are no commercial travellers; consequently, the shop or storekeepers are obliged to repair to the large towns to procure the different articles they may want."

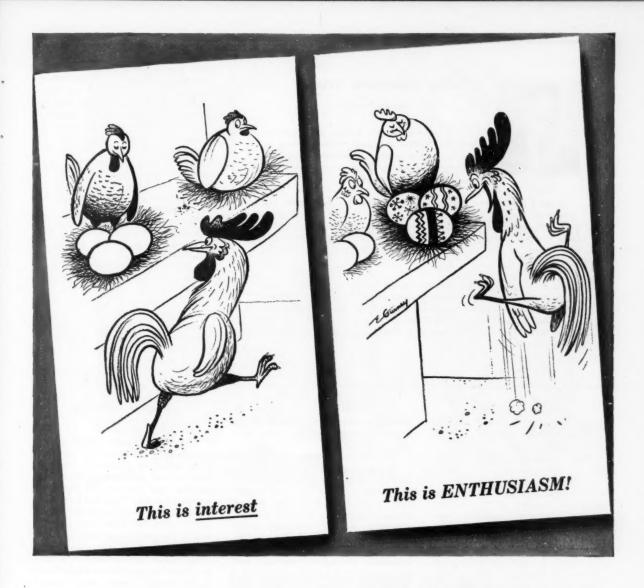
After the panic of 1837 businessmen began to investigate country credit more carefully. They sent out clerks from the jobbing stores not primarily to sell merchandise, but to check on credit, collect overdue accounts, and make friends. It was a natural step for them to accept orders, and finally to seek them actively. Yet the change did not take place overnight, for a diarist of 1889 recalled that "a generation ago" the commercial traveler "was hardly known in this country." It has been estimated that there were a thousand traveling men in the U.S. in 1861. The Committee of the Society of Commercial Travelers estimated that there were 50,000 commercial travelers in the north central and north eastern region in 1869. This was either an over-enthusiastic figure, or included part-time and transient workers who floated in and out of selling work, since the Bureau of the Census found only some 7,000 commercials in 1870.

The New York Herald stated in 1877 that there were 100,000 "professed" commercial travelers at that time but thought that half a million would be a more likely figure. Again the government figures are more cau-

tious, the number being 28,000 for the 1880 census, but expanding rapidly during the next 20 years, approaching 93,000 by 1900.

The modern traveling man arrived with the railroads, expanding in numbers as the rail network was extended and connected up. The trains brought the "package express," lower trans-portation costs, faster movement of goods and passengers. The usefulness of the U.S. postal service to business was also expanded rapidly during this period. Faster, cheaper mail service, together with the telegraph, provided the means for a new kind of close communication between the country buyer and city seller. Another contribution to the changing times was the postal law of 1875 under which newspapers and periodicals were handled at two cents per pound, and country weekly newspapers circulated free of carrying charges in their home county. This provision was strong stimulus to country journalism and to advertising. Advertising and the new forms of shelf goods went hand in hand.

With better means for travel and shipping, more frequent personal contact, fast mails and national advertising, the tight little economy of village or town, based on apprentice, crafts-



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The Drummers' Friend

Gerald Carson

This article by Gerald Carson on the drummers of the 1800's and early 1900's is based on "The Old Country Store," published April 15 by Oxford University Press, New York City, price: \$5.00.

Carson's hero is the American-invented general storekeeper, the "merchant who, in an unspecialized society, bartered store goods for local produce and underwrote the crops of a simple agricultural society." Drummers helped change this way of commercial life. They wouldn't recognize the term, but they were creative salesmen.

The author is a retired ad man. Gerald Carson now spends most of his time on a 150-acre working farm at Millerton, N. Y. Before he laid aside ad copy he was from 1947 to 1951, vice-president and a member of the board of directors of Kenyon & Eckhardt, Inc. From 1940-47 he was v-p of Benton & Bowles, Inc. He is a graduate of the University of Illinois.

man or water wheel, gave place to marketing and the factory system on a national scale.

Called variously "railroad tourists," "trade interviewers," "solicitors," "knights of the grip," drummers, agents, missionaries, runners, commercial tourists or just "commercials," the early salesmen were lineal descendants of the "bagmen" known to English inns where the sample room, the ancedote of the road and a certain occupational guild spirit had already developed. Many early commercials in the U.S. were, in fact. English veterans of the pattern card and sample room, whose boisterous behavior and distinctive dress did much to nourish a native American prejudice against salesmen and Englishmen.

The retail trade was cultivated by travelers who represented wholesale houses specializing in one line or another—groceries, hardware, queensware, boots and shoes, and other staple lines which were found in general merchandise stocks. There was the crockery man, the "cracker" man, and the irrepressible tobacco salesman with his magnetized tack hammer and lithographed tin signs, who left behind him a bold reminder of each visit.

Quite distinct from the men who handled a jobber's line of goods, and called on the same trade regularly, were the agents for new inventions and specialties: matches; sewing machines; business machines such as cash registers; refrigerators; safes and other store fixtures.

The man with the sewing machine or the cash register, the patented lamp or the line of new dyes was persuasive, with a white vest and snappy suit, a freshly-shaved chin and a cordial handshake. He had a suave way with country merchants which charmed them into buying goods they didn't always need, and in big-store quantities. He had only one line, and did a rattling good job of putting a 10x12 order into a 2x4 store. The stories of sales made and goods shipped that he told to his colleages over Sunday were not all fairy tales. With his polish, his encyclopaedic stock of entertaining stories, and his high salary, he kept pretty close to the electric light towns where the people handled more cash than out in the sticks. There, he felt, was his best chance of swelling the merchant's bill to the limit. With his sweeping gestures and rosy talk of five-gross orders here and ten-gross there, the salesman soon had the dealer feeling that he could hardly mention the tiny quantity he really needed. So to keep his character with the specialty man whom he would see again in a year or so, if ever, the store proprietor acquired a stock of "stickers"—goods that grew grey with age on the premises, a tribute to human gullibility when a fast talker got on the subject of "quantity at a price."

The men on the road thought of their occupation as a profession, and their function as a high one. They kept the mills going and the wheels turning. Business could not hum without the hustler with the grip and samples. The traveler saw himself as "the ambassador of supply and demand, the advance courier of the 'latest out'." He was a pioneer of a new kind who brought the "interchange of ideas and intelligence between two different sections of the same country" and so carried the flag for civilization itself.

Wherever a village sprang up, when a new town was enriched with a clapboard structure bearing a shingle sign lettered "General Store," the drummer soon appeared; a modern, commercial version of the knighterrant; scouring down the pike in a buggy, his lance a Westfield whip, his buckler a sample-book, his coat of mail a huge traveling shawl. Salesmen quoted approvingly the couplet:

"Commercial travellers will find their way Where wolves won't dare to stray."

Famous Travelers

The older traveler liked to con over with satisfaction the names of men who had graduated from the ranks of the railway tourists to high position and fortune in the great world. Marshall Field was a traveler. So were Aaron Montgomery Ward and Charles W. Post, who gave the world Postum, Grape Nuts and Post Toasties. Genial John W. Gates, "Bet-You-A-Million-Gates," a master salesman, popularized barbed wire in the western states, rising through the art of "putting together" to become head of The American Steel and Wire Co., with a hunting castle near Paris, and a New York apartment hung with Corots and Meissoniers. They might a little later have claimed, had they wished to, Huey P. Long who, as a drummer for cottonseed oil and shortening, for flour and patent medicines, rode the parishes of Louisiana and learned, all too well, how to manage his future constituents.

Every apprentice or stock boy in a jobber's warehouse hoped that he might some day put aside the brush and blacking pot, say good-bye to marking cases, and go on the road with satchel and trunk, telling yarns, joking with the hotel clerks and blowing up his samples to the trade. His chances were good if he was young, energetic, shrewd and had a winning personality. If the head of a



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firm decided that a lad might hatch out as a drummer, he gave him a few weeks' training in prices, his line of goods and some maxims. "Never let the prospect sense that you are in a hurry to get finished with him so that you can make the next train." "Never 'sass' a customer." "Try to 'get next' to him." "Smile when the dealer says, 'I've already bought your line'." The salesman who drops a crippled wing weakens his chances, so put on a good front — and smile." "Always have your samples in good order." "Expenses? Keep them down. 'There is too much money spent by young men on cigars'." "Don't sell merchandise you can't deliver promptly." "Don't 'throw dirt' at the competition."
"Never admit trade is dull." "Watch your credits." "Keep in touch with the home office."

Why He Was Welcome

To a county clerk earning \$10 to \$15 a week, whose personal knowledge of the earth's geography extended some 20 to 30 miles from the local store, the traveler cut a shining figure. He was in touch. Didn't he know Cap Anson personally, greatest first baseman the National League had ever seen, who ended 22 seasons with Chicago with a grand batting average of .331? And John L. Sullivan? Well, he said he did. He spoke casually of distant cities: "As I was coming down Fourth Street in Philly last week I saw....." His knowledge of the world was enough to strike dumb a youth who had seen Chicago once and would not dare hazard such a familiarity as "Chi." The traveler whispered horrific tales of graft in high places and knew who was going to win the election.

The skillful commercial started to work his trade by not mentioning trade at all. That came later, when a mood had been established and the time was opportune. Meanwhile the drummer meditated on the store's current credit standing back at the home office and whether to sell hard or hold back.

After supper the drummer let out his belt a notch and sat on the hotel piazza if the weather was mild and pleasant, jingling the loose coins in his pocket, his G.A.R. button prominent in his lapel, the seals and emblems of his fraternal orders dangling from his heavy watch chain. He lifted a quill toothpick from its chaste little gold case. Taking his ease in the twilight, he greeted local acquaintances as they passed by,

chatted with other drummers, watched the girls who paraded arm in arm down to the depot to see the evening train come in.

Commercial travelers in all lines felt the tie of common interests. They exchanged data on hotels, news of railroad rates and wrecks, telling of their prowess in selling, and comparing notes on business prospects. As the postman feels a special interest in biting dogs, the commercial who had to have his trunks and samples with him-on time and intact-was particularly alert to the whole evil race of baggagemen. It was doubtless an anguished drummer who christened them "baggage smashers." The travelers met each other at many points, in the smoking car, along the counters at the stores, and at the hotel desk. There it was a standard joke for the greeter to open up with, "Are you a drummer or a gentleman?" Over Sunday, before the automobile and the weekend had been invented, the travelers planned to button up at a good hotel in a good-size town. They talked about new men who were coming up and the old ones who had dropped out. The state of trade was carefully compared for the different "lines," and strong sen-timent developed for the need for an association, such as the expressmen and conductors had, which would provide sickness and death benefits. Pictures of wives and children were shown and discussed, though one hotel stenographer has left us the tart observation: "The majority of traveling men are single-that's their story."

Had to Know Horses

Often the drummer who "made" a sizable town also worked out from it into the country. He hired a rig, bought a dinner of oats for the horse, and if necessary arranged for "coat livery," which meant that if he didn't have a heavy coat suitable for wintry days the livery stable would rent him one. From Civil War days down to the beginning of World War I, it was as much the business of a commercial to know horses as to know his own line of goods. A sharp eye for a spavined old skate with sprung knees, or a parrot-mouth, was as useful to him as the ability to spot an inferior article in a competitor's line.

The life of a salesman on the road sometimes fell in pleasant places so Foster Haviland, the Arm and Hammer baking soda man in upper New York State must have thought as he headed north from Glens Falls

with a two-horse wagon, a companionable driver, a dog and a small arsenal-just at the beginning of the hunting season. It is a melancholy duty to report on the two weeks that followed. The first time that Haviland shot a partridge the gun kicked him over a log and the second barrel went off, catching the dog broadside with a full load of shot. A few days later, and dogless, the amiable driver loaned his rifle to a needy stranger who immediately made off with it. The next night their game bag was stolen from the wagon while in the hotel barn. The remaining shotgun fell out of the wagon on a piece of extra rough road, denting the barrel so as to make the gun useless.

"Arm and Hammer Soda"

Otherwise everything was fine. During leisurely progress through Essex County, Haviland would see a tree beside the road with a goodsize trunk and tell the driver, Alex Russell, to "Whoa." Then he would open up his grip and take out a poster. Climbing up on the fence, he adjusted the oblong card, heavily waxed to withstand the weather, until it suited him. Tap, tap went the little tack hammer, and the palette of the New York State autumn landscape was richer with a new color, a deep orange, behind "Arm and Hammer Soda" in bold black letters.

In the nineties, the average "road man" was paid from \$100 to \$200 a month. His traveling expenses for railroad fare, hotel, bus, excess baggage and tips ran from \$5 to \$7 a day; a cost of \$3,000 to \$5,000 all told. The hardware drummer sold around \$200 a day, say \$60,000 a year. The dry goods man did about the same. The drug man from \$40,-000 to \$50,000. Jewelry, glassware, toys, millinery and fancy goods ran in the same neighborhood. The grocery man with a general line sold above \$60,000 worth of merchandise, less if he handled "fancy groceries" only. Some men grossed more than these figures, but they were paid more, so that the ratio worked out about the same for a selling expense of from 5 to 15%.

Between the calls of the salesmen, the country merchant frequently sent fill-in orders to his connections in the jobbing centers. The jobber was supposed to exercise discretion in serving the country merchant's interests. From Sprague, Warner & Co., Chicago, came the word, across a bill, "Too cold to ship cheese or ink." Country dealers expected wholesalers

in different lines to cooperate in exchanging mail and in combining shipments. Mrs. J. Q. Rapp of Jeffersonville, Ill., often enclosed orders for other lines of merchandise in her grocery order. "Yours to hand," re-plied Bishop Brothers, "and order executed to the best of our ability. We handed West Brothers & Co. (china, glass and glassware) your order." One autumn Bishop Broorder.' thers picked up an \$836 dry goods order from McAlphin. Polk & Co., packed it in combination with their own. Relationships were informal. Sometimes a small order for one dealer was shipped to a nearby merchant who was receiving a larger shipment. The dealer got word with his bill where to pick it up: "Shipped with J. M. Tracy's goods." Drummers sent ahead of them on their trips advance notices of their arrival or an explanation if they departed from custom. "I'll be at your place four days after mailing this circular . . . Samuel I. Ward, salesman." "I have been North for my health. Will be along as soon as the weather gets a little cooler. Thanking you for favors" etc. In the old days when a salesman had the confidence of a dealer it was his until he abused it, retired or died. Others "made the town" simply to be in line should any of those contingencies arise.

High-Pressure Artist

Critical portraits of the commercial traveler are more apt to delineate the high-powered specialty salesman who had a washing machine, a new lamp burner, a patented device of some kind; who was making, literally a "tour." For him it was now or never. This was the man with the "heavy" manner, who gave the porter orders in a loud voice, wore the newest thing in hats, and affected a Byronic manner with the local girls. By hook or crook he got the merchant's name on the dotted line, then high-tailed it out of the township.

If some drummers were bold, brassy, with a roving eye, they merely possessed to an excess the qualities necessary to survive at all in a lonely and trying occupation. It took courage, unquenchable optimism and a sound stomach to stand the life of the road in the wooden coach days. The salesman got up at the "early bird" call, from four to six in the morning, and was off on a dusty and cindery ride. All day the traveler hustled sample cases weighing 50 to 60 pounds with a hasty sandwich at noon, and a long evening's ride to the next town large enough to have a hotel. There he got his meal and his mail. The mail might be a complaint from his boss, or a crisp letter from the credit man, frankly skeptical of the drummer's judgment in extending credit, and explaining that he hadn't shipped the order. When the winter nights were so cold that the trees gave off crackling reports like artillery fire, and mattresses and blankets were thin and worn, the tired drummer went to bed with a lamp chimney wrapped in a towel, a professional trick he had learned to keep his feet warm.

Sunday Night Paper Work

Sunday night meant paper work, writing up orders and his weekly expense account for the home office. And Sundays he often knew the loneliness and cold of sitting in an unheated depot waiting for the midnight train to move him and his traps on to his first Monday customer.

'The hotel bus from the midnight

Brought only one passenger through the rain; A commercial tourist weary and

For trade had been poor and collections bad."

The Reverend T. De Witt Talmadge, the Dr. Norman Vincent Peale of the seventies, popular preacher of great note, whose devotional works occupied half a page in the Montgomery Ward catalogs, preached to an assemblage of drummers in 1877 at his great tabernacle in Brooklyn. He recommended to the statesmen that they take along with them on their tours a good secular book and a Bible printed in large type, the valise in the right hand, "your blanket and shawl strapped in your left." He admonished them in the most vigorous language, with startling gestures, not to pack their cards or brandy flask, a reference to the reputation of a drummer which recalls the anecdote of the excited gentleman who burst into a railroad car and called out:

"Is there a drummer in this car?" "Yes sir. I'm a commercial travel-

ler," came the reply.
"Ah, just loan me your whiskey flask, if you please.

A lady has fainted in the next sleeper."

Gambling was also enumerated by President Baldwin of the Young Men's Christian Union as a dangerous outlet for the bored salesman.

"It has been well said that . . . 'the hours of danger are between sunset and bedtime'." Staring at the dingy wallpaper in a stuffy little room he could break down under the tedium of it all, and stray into sin out of a simple need for human companionship.

President Baldwin came next to the "Social Evil." Turn away, he exclaimed, from "the low and degraded of the female sex . . . Let the NO be promptly uttered." Avoid the company of the other sex "where you would not gladly welcome the unexpected presence of your dear mother or sister." And he spoke gravely of one other temptation: Letting a customer take a peek at his samples on a Sunday might mean that he would have to book an order on the Sabbath

Some years later two traveling men knowing the pitfalls and hazards of commercial life on the road, met by accident in a crowded hotel, read Judges six and seven together and organized the Gideons. Their slogan: "A Bible in every hotel guest room." Special texts relevant to the life of a traveling man were prominently emphasized in the front of the Gideons'

A Lonely Occupation

It was inevitable that a group of Americans with strong social instincts, engaged in a lonely occupation, would sooner or later band together. There were flourishing traveling men's associations in Minnesota, in Canada and Michigan, in the 1870's. St. Louis had its Western Commercial Traveler's Association. In Boston it was the We Help One Another Association. The Detroit group offered insurance benefits to travelers between the ages of 21 and 45. In another field of service, the Association had been able to persuade the railroads serving Detroit to issue to the drummers special Saturday-to-Monday tickets, good for round trips for a one-way fare.

New York State was not the first, but not the last either, to organize for the improvement of traveling conditions, to institute burial and sickness benefits and hold annual banquets with speeches, dancing, and the joys of parliamentary ritual. By 1874 "over one thousand" of the estimated 10,000 men who traveled in New York State had joined up. Drummers of good character, from 20 to 50 years, with one year's service in traveling, could belong and proudly wear the drummers badge, provided they could pass the medical examination and agreed to pay an assessment of \$2 upon notification that a fellowmember had died.

As some classes of goods became less important or disappeared, others appeared to take their places. The additions always exceeded the casualties. There were ready-made "overhalls" and shirts from Troy, N.Y., all ready to put on. Arctics and the \$3 shoes were as exciting as the \$1 watch, the oil stove or the Langtry bustle. The world was getting filled up with jardinieres, fifty-cent corsets, stereoscopes, cuckoo clocks, watch fobs and gramophones, shelf goods in bright packages such as Royal Baking Powder, ground coffee in cans and chewing gum.

A good traveler was a father confessor and counselor as retailing got complicated by such questions as whether the store needed a cash register or a walk-in refrigerator. From 1870 to 1900 was a great age for the travelers. After 1900 the travelers were as numerous as ever, nearly one million strong in the early 1920's, but they didn't seem to make the impression they used to. Perhaps their less intimate contacts with the public had something to do with it. When the salesman took to the road in his Cole "8" with isinglass snap-on side curtains, he disappeared from the smoking car. The depot saw him no more. It was easier to drive into a "Tourists Taken" out in the country than to stop at the "Star House" in town. He no longer "Sundayed" with the hardware man or the shirt man. Friday night he stepped on the gas and got home for his weekend, being as it finally turned out, a married man after all.

The drummer's great day of glory was earlier when the country was feeling its oats, when prosperity could be assured by voting for McKinley, and a robber baron could steal a railroad with reasonable assurance that he could keep it. Those were the days when a popular drummer could lounge on the counter of a friendly retailer, wave his Havana with an expansive gesture, and feel himself the leading character in a satisfying drama. As he joined the group around the stove, the boys were delighted to be both audience and supporting cast to an accomplished actor.

The End

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Part III of a bibliography in three parts*

This concludes the selective list of many valuable writings which serve the broad interests of sales management.

A list of the publishers of all references mentioned appeared with Part I (see SM March 15). Part I listings covered Advertising Principles and Methods and part of the references on Business Conditions and Trends, Part II (see SM April I) listings covered the balance of the references on Business Conditions and Trends; Correspondence and Business English; Economics of Distribution and Consumption; Executive Development and Leadership; General Man-

To those interested in obtaining anything on the list: Please write direct to the publishers listed in Part I. Sales Management has no facilities for taking care of orders.

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MARKETS AND MARKET RESEARCH (continued)

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(JANUARY-MARCH)

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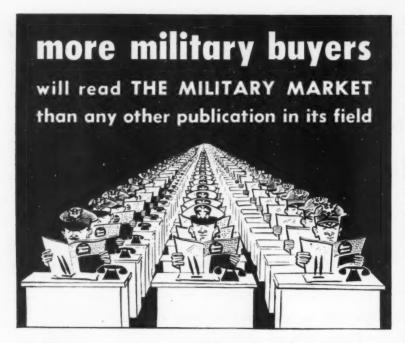
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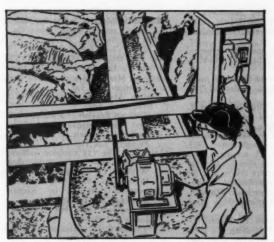
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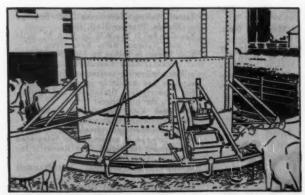
How to Win Success in the Mail Order
Business by the U.S. Department of
Commerce. Arco Publishing Co.



Self feeding trench...holds cattle as feed is forked down from bank. Restraining fence is moved forward every three weeks. Used by McWilliam Brothers, Morrow County, Ohio.



Mechanical feed bunk... converted a barn gutter cleaner into a conveyor with a 1.5 hp motor, to carry grain and silage to feed bunks. Built by J. G. Scott, DuPage County, Illinois.



Experimental feed bunk... on the A. O. Smith Research farm, Beloit, Wisconsin. One revolution of feed bunk fills it from center silo. Feeds 35-40 cattle without additional work.



Ideas and machines make better business...

Converting field crops into meat, milk, eggs, offers the best profit possibilities for most farmers.

But a good milk cow needs about seven tons of feed per year; a laying hen a hundred pounds; and a hog or steer three times its market weight. Moving grain, hay, and wet silage by hand is back-breaking work, and limits production.

In recent years, ingenuity, improvisation and machinery are steadily replacing manual labor. In a recent issue of Successful Farming, six new feeding methods were shown, ranging from a simple trench to the elaborate A. O. Smith feed bunk. All were actual instances, illustrated by photographs, practicable and profitable for hundreds of thousands of SF subscribers.

Does any business publication offer so much real help to your business?

For fifty years Successful Farming has been helping Heart States farmers, the country's best, save time and effort, increase production and profits, raise their living standards, improve their homes. And earned a measure of influence that no other medium has with its audience.

Currently Successful Farming's 1,300,000 circulation represents one of the world's best markets! SF farm subscribers have an average annual cash income of about \$10,000... and three out of four are in the top 39% bracket which gets 88% of the national farm income.

To reach this important segment of buying power, to give balance to a national advertising schedule...there is no substitute for Successful Farming. Ask any SF office for proof.

Meredith Publishing Company, Des Moines ... New York, Chicago, Detroit, Philadelphia, Cleveland, Atlanta, San Francisco, Los Angeles.





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among the eleven Standard Metropolitan

Areas of **IOWA-ILLINOIS**

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Quad-Cities favorite TELCO BUILDING, ROCK ISLAND, ILLINOIS Represented by Avery-Knodel, Inc

Fox Cities Coverage. 93% carrier delivered according to current STANDARD RATE & DATA SERVICE *Appleton . Neenth . Menasha Kaukauna • Little Chute • Kimberly

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BOOKLETS AND BULLETINS

The following pocket-size salesman-ship booklets are available in quantity for distribution to salesmen. For descriptive literature and quantity prices, write to the publishers:

Be Thankful for Your Troubles by Robert R. Updegraff. The Updegraff Press, Ltd. Big Little Things in Selling by Jack Roach. The National Underwriter Co.

Birth of a Salesman, The, by H. K. Doug-dale. The Kirkley Press. Do You Object to Objections? The Re-

search Institute of America, Inc. Employe Morale (a series of 20 booklets). Prentice-Hall, Inc.

Getting Ahead in Small Business. Dun & Bradstreet, Inc.

Inspirational Booklets (a series of 6 booklets) The Updegraff Press, Ltd.
Inspirational Booklets (a series of 6)
Printers' Ink Publishing Co.

Lost Sale, The (16 common salesmanship

Lost Sale, The (16 common salesmanship problems and how to solve them) by William G. Damroth and Frans J. Weterrings. Sales Management, Inc. Overcoming Objections by Richard C. Borden. The Dartnell Corp.
Sales Engineer and His Problems, The. Industrial Press.

Sales Training (a series of 14 booklets). The Kirkley Press. (a series of 8 booklets). Sales Training

The Dartnell Corp. Salesmanship (a series of 7 manuals). The Dartnell Corp.

Shop Talk About Selling by A. R. Hahn. Sales Management, Inc.
Step Out and Sell by William E. Holler.

The Dartnell Corp.
Tested Selling Techniques and Employe
Morale. Prentice-Hall, Inc.

You Can Sell If You Will by John M. Wilson. National Sales Executives.
Your Career in Selling by John M. Wilson. National Sales Executives.

The following salesmanship bulletin ervices are available in various forms. For descriptive literature and prices, write to the publishers:

The Jack Lacy Better Selling Bulletins. National Research Buresu, Inc. Sales Membership: developing "Whole Man" concept in salesmen, plus integrated management techniques. The Research In-Inc.

stitute of America, Salesmen's News Bulletins. The Dartnell Corp.

Sales Training, Robert Palmer Corp.
Sales Training Membership, Sales Institute of America. 10-Capsule Course of Sales Reminders. Na-

tional Sales Executives.

That Team Spirit, How Do You Build It?

Social activity, sports, contests and relaxation are the backbone of American Bakeries' plans for route salesmen.

Although it's a primary need, gasoline alone won't make a car go, Gilbert C. Elmer is fond of pointing out. It also takes a measure of good oil to push that car *smoothly* along its way. Elmer is assistant sales manager, American Bakeries Co., New Orleans.

You can say the same about a sales force-except that 'oil' has an unfortunate sound," Elmer adds. "Salesmen need money, security, financial incentive to make them sell. Money is the gasoline. But just as a car is a useless group of mechanical parts without the lubrication that makes them function together smoothly, so a group of salesmen is no more than a conglomeration of individuals. They become a sales force when a strong esprit de corps moves them all together in one direction," Elmer stresses. "We have worked out four group activities which, together, have done a successful job of building valuable esprit de corps.'

Esprit de Corps

Elmer's immediate job is to build efficiency in the Merita route salesmen who call upon groceries, super markets and institutions throughout the New Orleans sales area. "Look at any athletic team. If it's a champion the chances are its total efficiency is a lot greater than the abilities of its individual members, no matter how you add up those abilities. Esprit de corps-team spirit-whatever you want to call it-that's what turns the trick with an athletic team. And a sales force. If you want salesmen to function as a group you have to accustom them to acting together through group activities. Our four 'club' programs were developed with the hope that all four would appeal to every salesman, and the certainty that each would find at least one to his liking. There can't be compulsion in these things. The salesmen have to enjoy and want them.'

The first of Elmer's group activities is the "My Pal" club for Merita route salesmen. This has no direct connection with selling or with American Bakeries.

"It holds dances occasionally," Elmer explains, "and once a month there is a meeting. The company doesn't run it. The salesmen do. We encourage and help where they want help—only. We don't even pay the club's costs. The salesmen's dues take care of that. The dues are small.

Sports are great builders of esprit de corps, and shortly American Bakeries will field teams in local Commercial Athletic League competition. Here the idea is to build group cohesion. With salesmen cheering their buddies—in Merita uniforms—on to win, the loyalty thus generated helps make the salesmen a sales force during working hours.

Keep Activities Separate

In the tightly competitive field of bread and cake merchandising most "club" activities for salesmen involve selling contests. American is careful not to let the "My Pal" group designed for purely social purposesbecome one of these. "It has an important purpose quite apart from that," Elmer says. "We do have a second club, however. We call it the 'Lone Ranger Salesmen's Club.' The objective, in bakery terms, is to increase sales and reduce stales. In other words the accent is not on sales alone but on profitable sales. The salesmen get points for reducing their bringback loads of stale products in the same way they receive points for increased dollar volume. Both count, just as both count toward plant profits. Standings of the club members are posted regularly. At intervals the high man is rewarded on both counts.

The fourth group activity is informal. The plant recently built a special recreation room for salesmen off duty. "It's a place," Gilbert Elmer states, "where they can go in off minutes or hours to relax. There's reading material, play facilities, comfortable furniture in which they can relax to talk."



your headquarters

in St. Louis





FULL COLOR POSTCARDS for less than 1¢ apiece!

☆ Made direct from your transparency, Crocker's full four-color postcards with their exclusive Mirro-Krome finish are ideal for direct mail, dealer promotions and many other uses. Write today for free samples and price list.

Department S-4

H. S. CROCKER CO., INC.

How Advertisers Use Photo-Reports



Illustrated booklet describes how Sickles gets pictures and reports for Advertisers and Editors Send for free copy

SICKLES Photo-Reporting Service 38 Purk Pl., Newark, N. J. MArket 2-3966

Census of Manufactures Is Dead, Unless You Tell Congress You Want It

People who work with marketing statistics emphatically state the need for new Census data, but few of their presidents pass the word on to Congress. Only you can answer the question: Do you want to spend U.S. money?

BY JEROME SHOENFELD . Washington Editor

Businessmen tell Secretary of Commerce Sinclair Weeks that they need and want the Census of Manufactures and Business, but say just the opposite to their Congressmen. Here's the way Rep. Clarence J. Brown, Ohio Republican, put it during the meeting of the House Appropriations

Committee:

"I find that few of my people believe there should be a continuation of the business and manufacturing census, and that includes some rather large corporations. I do find from some of the heads of these companies that they do have down in their organizations some people who like to work with statistics, who believe that it is a good thing, but the heads of the houses themselves have been almost unanimous in opposing it."

Another Ohio Republican, Cliff

Clevenger, amplified:

From Minor Employes?

"This drive we get is not from the heads of the companies themselves, but rather from some minor employe who wants to make a library and

look busy.'

Maybe, you're one of the many sales managers who responded to an American Marketing Association (see Marketing Pictographs this issue: "Would You Miss the Business Census?") or Chamber of Commerce questionnaire, explaining how you use Census figures to route salesmen or to forecast volume. But, you may have neglected to explain to the president of your own company who, as you can see, tells his Congressman to forget the Census.

The story opened last year, when law required that the Census of Manufactures and Business be taken. Law or no law, Congress refused the money. Sales managers, market an-

alysts, advertising men, quickly converted Secretary Weeks, then new to his job, to a belief in statistics, though still too late to secure the Census for 1953. Perhaps, something could be done about 1954.

The old technique, when Congress pared Census money, was to get word around among marketing men, who'd bombard Capitol Hill with favorable testimonials. Perhaps, because he wasn't himself sure of just how valuable Census is, Weeks sensed the insufficiency of that. Last summer and fall, he started to lay a solider

groundwork.

He appointed a committee of experts, headed by Ralph J. Watkins of Dun and Bradstreet, Inc., to appraise Census Bureau and all its works. If Watkins confirmed what many newcomers to Washington suspected, that Census taking merely provided expensive pastimes to statisticians, then, well and good, it could stop at once. If he furnished evidence that businessmen used the data, Weeks would have something to show Budget Bureau and Congress.

Watkins furnished a great deal. He canvassed thousands of people, directly and through trade and professional associations. In mid-February, he filed a 119 page report, backed by almost 1,000 unpublished pages of exhibits, suggesting, demanding, crying for more statistics, especially for the Census of Manufactures and Business Congress had killed. He showed what companies used them for, which enumerations they depended on. He suggested improvements to make customer-hunting

Weeks accepted the report and in effect promised to rustle up the money -estimated at \$35 million. But, coaxing an appropriation gets complicated. It would have been simpler, but still no mean job, had Watkins issued his

report last summer or fall. Then, revival of the Census might have been worked into the President's budget and his State of the Union message, which are prepared long in advance. It would have been part of the pro-

In mid-February, when the report appeared, the House Appropriations Committee was just finishing hearings on a much smaller request than Watkins' and finding even that too great. It cut a \$10 million proposal to around \$6 million, incidentally, in one casual sentence, dropping a sample Census of Agriculture. The \$6 million proposal went to the House floor, where no voice was raised in defense of statistics.

At the committee hearings, Weeks and other people from the Commerce Department mentioned that what they were asking for was just a starter, that they'd come back later for more. You sensed, from the way Congressmen reacted, an attitude of: "Why can't you ask all at once, instead of by instalment so that we

could kill it at once?"

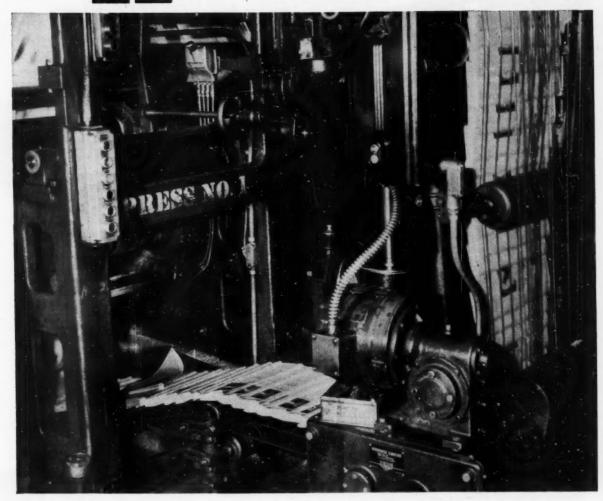
They Won't Lobby

Men in command at the Commerce Department are the last in the world to argue hotly, self righteously, for bigger appropriations, or to warn ominously that one dollar less and civilization will come crashing down. They're economizers themselves, or at least had been. Their tone is one of: "You know, unbelievable as it might see, these statistics are actually used." When Representative Clevenger scolded on the need to spend less, Assistant Secretary of Commerce Lothair Teetor spontaneously cried:

"Bless your heart, I'm with you

all the way.'

Just as the Watkins report, seeking more money, and the House bill providing less, appeared almost together, Weeks sent a formal letter to the Budget Bureau, hitting it up for the greater appropriation. But there was a legal obstacle, mentioned by Watkins but not yet dealt with. The statute requiring the Census of Manufactures and Business prescribes years ending in digits "3" and "8." Before the Administration could ask to be staked to a 1954 enumeration,



Sales Sowing Machine

Sales managers and distributors, wholesale and retail, know that in our modern distribution system—to reap sales . . . you must first sow.

The presses that print CAPS—are the greatest sales sowing machines in the nation's eleventh wholesale market and also in Memphis—its capital city.

Dominant circulation penetration at a voluntary daily combination rate that is one of the great advertising values of 1954... Small wonder that more that 90% of all general advertisers using Memphis newspapers—sow the seeds of sales in both newspapers—and put it in CAPS.

Two Dailies and the South's Greatest Sunday Newspaper

THE COMMERCIAL APPEAL = MEMPHIS PRESS-SCIMITAR

SCRIPPS HOWARD NEWSPAPERS



the "3" would have to be changed to "4" and the "8" to "9." Pending these changes, Budget Bureau ordered, the money would have to wait.

It's not easy to change numbers around when they're part of the public law. You must go to Budget Bureau, which circulates the bills a department proposes all over government to see if they hurt anybody. Then, the bill goes to Congress, where it must be introduced, referred to appropriate committees — in this case post office—which hold hearings. Only after the law has passed, can money be solicited.

At the hearings, it's the Watkins report that will be at issue. Senators and Representatives obliged to study it very likely will call on sales managers to ask them directly: "Is Census

any good?"

Watkins dealt with 9 enumerations: population, agriculture, housing, manufactures, mineral industries, business, transportation, foreign trade, governments. Here are some of his recommendations.

Population. In 1960, if possible, ask only principle questions, filling in the rest through samples.

In reporting returns, be sure to show, in detail, the growth of suburbia.

Agriculture. Take a complete survey now, costing about \$18 million. (Remember, the House killed a \$3 million sample.)

After 1960, supplant the mid-decade Census by more frequent samples.

(Incidentally, companies using farm statistics proposed less detail about crops, more about equipment.)

Housing. Keep the 10-year Census and add a five-year sample covering about 40 metropolitan areas.

Make the monthly construction figures more reliable.

Try to cover remodeling and include results in construction.

Manufactures. Continue the fiveyear Census, starting now.

Get annual figures on defense industries.

Provide better coverage of processes and materials used.

Continue the Facts for Industry series, but drop those used by too few and shift costs to the chief subscribers.

Mineral Industries. Take the usual count this year. Then see if the fiveyear enumerations can be telescoped.

Business. Continue the five-year Census, taking it this year.

To save money, make more use of tax and social security figures. Continue the present monthly surveys of wholesale and retail sales.

Continue the two-year publication of County Business Patterns.

Transportation. Give it up.

Foreign Trade. Expand.

Governments. Do a complete job in 1956 to cover 1955 and then take enumerations every 10 years. In between, take two-year samples.

Watkins got the American Marketing Association to poll its members on whether and how they use the Census. AMA's report points out rather invidiously that its own members use "more advanced and scientific methods of marketing" and so are not typical of business. But, 96% of these scientific marketers, including General Motors, U.S. Steel and General Electric, use the data.

Reasons companies use Census in marketing can be summarized here:

Sales Forecasts. A company whose products appeal to people in defined age groups plays with the population figures to lay out long range campaigns. Another, selling industrial products, forecasts from the manufactures' census the growth of each industry among its customers. One with a household line is interested in families, how big and how rich, whether mothers work, etc.

Market Potentials. Many use census to find new customers. They know what kind of people would use their products; census tells them where to look. They distribute national advertising accordingly. All enumerations are used for this: in consumers lines, the retail figures; kinds of fuel used in hopes by those offering appropriate equipment.

Analysis. Through business census, you can send salesmen into territories thick with the right kinds of

outlets or, on the other hand, can send promotion men into sparser territory.

Performance. What to shoot at is determined not only by past, but by appraisal of potential, sales as indicated by census returns.

New Plant, warehouses, stores. Obviously, a company building a new plant considers how close its market will be, whether workers can be recruited, etc. Like considerations apply in locating outlets and warehouses. Census is used, along with other information.

Research. Everybody is continually polling to get opinions on new products, improved packages, etc. Samples

are based on census.

Letters from individual companies provide interesting sidelights. A utility, Consolidated Edison of New York for instance, wants more blockfor-block detail, which would help sell appliances. Telephone companies are keen on population and housing censuses. Few in the mineral field bother with their special census, but prefer Interior Department year-books, which, it so happens, are partly based on Census work. Nobody offered a thoroughly new way to use census.

Chances of securing the improvements Watkins proposes, or even of preventing retrogression, seem slim. Even if the bill about "4" rather than "3" goes through, there still will be an appropriations committee to deal with. If the skepticism of Brown, Clevenger and the others is somehow overcome—perhaps by first bringing company presidents around—it still will be necessary to look at the date on which it's all been accomplished. It may be too late for a census this year, so that next year "4" will have to change to "5," etc.

The End

How Does Your P. A. Welcome Buyers?

Time saved by the salesman on calls is money to the firm that is selling . . . money to the firm that is buying.

To the seller, time saved means more calls, more sales, more profits.

To the buyer, time saved means more salesmen seen, more offers to compare, better values in purchases.

Dravo Corp., Neville Island, Pittsburgh, has just issued a booklet which makes it easier for the salesmen who call on them to see the *right* buyer with a *minimum* of waste time.

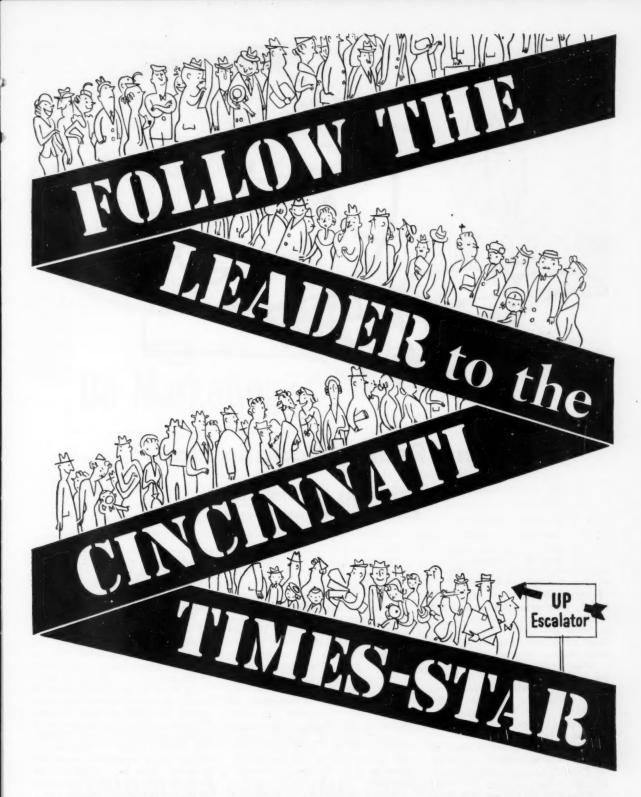
"Facts and Faces of Interest to

You in the Dravo Purchasing Department" contains a concise outline of contracting, engineering and machinery jobs handled by Dravo.

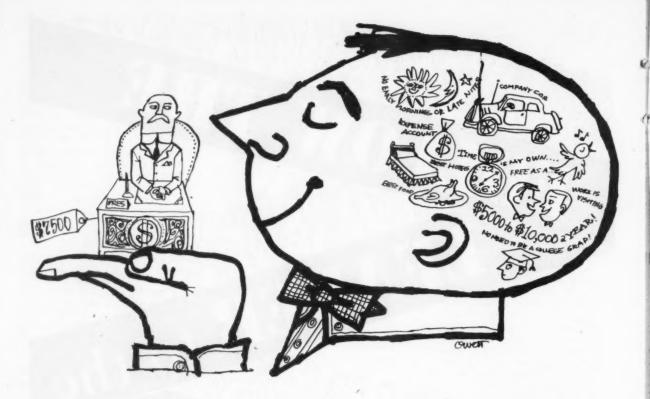
Who buys what? In the booklet is a photograph of each buyer, his title, and a summary of what he buys for specific Dravo divisions.

Where to eat on Neville Island? Have to make a telephone call? "Why not use the Dravo cafeteria and telephone service," suggests the bulletin.

Results: More efficient and friendlier sales calls.



The world's largest buyer of newspaper space knows newspapers. That's why Sears, Roebuck puts more linage in the Times-Star than in any other Cincinnati newspaper. 46 years of leadership.



Am I Really Working Hard?

BY FRANK P. CONNOLLY
President, John W. Masury & Son, Inc.

"We must fire Edwards. That's what I intend to tell the members of our Board at the next bank meeting." "Edwards is just no good," my friend continued. "He can't get along with people." Edwards is the president and general manager of a small town bank, and has been for many years.

"How long has Edwards been with the bank?" I asked my friend. He answered, "51 years." My next question: "What do you pay him?" "\$8,000 a year. That's what I'm complaining about," continued the director. "He's not worth it."

This incident started a train of thought running through my mind, for I couldn't avoid comparing some salesmen whom I know, and their earnings, with the average bank president. I came up with this: The annual average earnings of bank presidents will run, for small banks, \$5,000; medium-size banks, \$7,500; larger banks, \$10,000. This would account for about 90% of all bank

presidents. There are others, of course, who earn more. In each case these presidents are on a full-time basis.

To attain the presidency of a bank, a man must usually have a college degree. He must come up through the ranks—which takes many years—filling the smaller jobs at low pay. He must be a pillar of the church, active in charity drives. He must donate liberally to every cause. He must be temperate in everything, as all eyes are upon him. He must almost be the No. 1 citizen of the community. He must drive a good car, must dress a little better than the average fellow. He has no expense account. He gets two weeks' vacation.

Now let's look at a salesman who represents a good line and a reputable house. If he is any good at all, he will soon earn \$5,000 a year. He will have a car, furnished, or largely supported by his company. His expenses on company business are paid.

He need not be a college graduate. He is not chained to a desk, or to his work, seven days a week. He can lead his own life. The eyes of the community are not on him.

No royal personage travels around in better style than does the well-placed salesman. He has a fine car. He stops at the best hotels. He eats well. He doesn't have to report early in the morning, or stay late at night. If he wants to get a tooth pulled, he doesn't have to consult a half-dozen people. His time is much his own. His pay—if he really works—can be \$7,500 annually, or even \$10,000. His work is largely visiting. He carries no heavy responsibility—as does a banker. After he is established, the main thing he does is go from place to place, visiting with friends.

These are but a few of the highlights of comparison between a banker and a salesman. Which would you rather be?

Some salesmen do not fully appreciate the golden egg that their com-



Moving oil to market, from the refinery product terminal to the customer, takes a lot of men, money and imagination. Today's oil marketing machine is comprised of 1,200 terminals with 529,200,000 barrels of storage capacity, 30,000 bulk plants with 90,000,000 barrels of storage, 27,155 miles of product pipe lines, 152,000 tank cars, 162,000 trucks, 188,000 primary service stations and over 200,000 secondary gasoline outlets.

Present ample availability of crude, refining capacity and transportation facilities add up to a supply situation that puts a tremendous responsibility on the marketing division of the industry. The oil industry will spend well over \$500,000,000 on capital expenditures for marketing facilities this year. It is predicted that 1954 will be the biggest year in the history of the industry in new

service station building. Competition at the marketing level is keener than ever before.

Of the 1,830,000 people employed in the oil industry, 1,100,000 of them are in marketing. Their activities are coordinated by the marketing management group in the major oil companies and by 15,000 wholesalers and independent jobbers. These men buy most of the equipment, direct the building, maintenance and operation of all facilities, and select the brands of non-petroleum products sold in service stations.

Only National Petroleum News covers all the important buying phases of oil marketing editorially. Let us help you in planning your sales strategy to oil marketing and let National Petroleum News carry your advertising message to support and increase those sales.

Send for copy of a new report entitled: "1954, Biggest Year on record for service station building" containing data on the service station market.

National Petroleum News

330 West 42nd Street, New York 36, N. Y.





Are You Really a Sales Executive?

Or are you still the supersalesman who now has the executive responsibility for sales? Have you disciplined yourself intellectually and psychologically for performance at the top management level? Your job has grown; have you?

In Sales Management May I

pany has laid for them. After a time — only too often — their work becomes routine, they ride on the reputation of other years. One man who was with a company for a long time, and whose pay was in the five-figure bracket, began to think that he was bigger than the company itself, and he slipped on his job. He was dropped. He's had several jobs since. He is now working for \$200 a month.

Small-Town Banker. It's nice to be the president of a bank, for that carries a lot of prestige. Very few of us are equipped to become bank presidents, but we can all be salesmen. We can build our earnings to a bank president's size. And we needn't watch every step for fear that some depositor might be watching for the very first slip.

If this piece should reach the eyes of a salesman who has a good job with an established company, it might be well for him to stop and do a little thinking. He might ask himself: "Am I really working hard?" "Am I ducking jobs that I should do?" "If a material has been discontinued, do I let my customer return it, or do I go out and sell it and keep my record clean?" Maybe the company is watching—bankers can't dodge and duck their responsibilities.

If, as a salesman, you are one of the senior salesmen—one of those men who are the backbone of the organization... and have contributed to its success mightily in the past—what are you doing now? Are there blank spots in your territory? When did you open a new account last? Could you have been a bank president? And if you were, would you leave any stones unturned? After 51 years could the directors of the bank say that you've got to be fired?

The End

Salesmen and More Salesmen

"All other duties (of sales executives) are, in my opinion, subordinate to this one . . . selection of good salesmen. . . . Sales managers should be constantly on the alert to find talented prospects. We should be forever striving to improve the quality of our representatives, trying at all times to fill each weak territory with a man that is well qualified as our best all-around producer.

"Nowhere will an invested dollar yield greater returns than in the carefully chosen and successful salesman."—W. FRED ALLEN, v-p, director of sales, The Upjohn Co.

READERS' SERVICE CAN FURNISH THESE REPRINTS

PLEASE SEND REMITTANCE with order to Readers' Service Bureau, SALES MAN-AGEMENT, 386 Fourth Ave., New York 16, N.Y.

REPRINTS

291 — "Management Market" Means Billions More Business, by Lawrence M. Hughes. (Price 25c)

290—Sales Executive's Job Grows Bigger . . . But He Isn't Paid Proportionately, by Lawrence M. Hughes. (Price 35c)

289—Muddled . . . Misused . . . Misunderstood . . . That's Sales Promotion! by William R. Kelly. (Price 25c)

288-Well, What IS Creative Selling? by Arthur A. Hood. (Price 10c)

287—"Good Old-Fashioned Selling"... What Is It? 16 top ranking sales executives draw upon experiences of hard-sell eras to indicate how we must sell today. (Price 25c)

286—Instinctively, Are You a Good Leader? by J. H. McQuaig. (Price 5c)

285—Experts Pick Best Test Markets by Regions and Population Groups, by Philip Salisbury. (Price 35c)

284—Films You Can Rent or Buy For Meetings and Training Sessions, by A. B. Ecke. (Price 25c)

283—What a Purchasing Agent Expects from Salesmen and Their Bosses, by A. George W. Aljian. (Price 10c)

282—What Happens to Margin and Profit When You Cut Prices 5%, 10%, 20%? by T. G. MacGowan. (Price 10c)

281—Wanted: More Creative Selling for Products Sold to Industry (five articles), by Alan E. Turner. (Price 50c)

280—How to Put Warmth and Friendliness Into Your Letters (five articles), by Robert E. Smallwood. (Price 50c)

MISCELLANEOUS REPRINTS

The following miscellaneous reprints are also available until present limited stocks are exhausted. (Price is indicated.)

CANADIAN EDITION — Survey of Buying Power, May 10, 1953. (Price \$1.00)

The INDUSTRIAL Survey of Buying Power-May 10, 1953. (Price \$.50)

FANCY vs. FACT . . . don't be misled because the bad news gets bigger headlines than the good news. Specific Fancies and specific Facts as observed by Philip Salisbury. (Price 5c ea.; in lots of 100 or more 3c).

Why is the "Buying Motive" So Seldom Used by Industrial Salesmen? by Waldo Carlton Wright. (Price 10c)

How Do You Know You Can't Sell Your Product by Phone? by Boyce Morgan. (Price 5c)

25 Traits of Successful Salesmen, by Dr. Ben Franklin Bills. (Price 5c)

Disappointment vs. Discouragement, by John M. Wilson. (Price 5c) 26 Traits of the Good Salesman. (Price 5c)

How to Find and Sell "The Man" When You Call on Blue-Chip Giants, by Eugene B. Mapel. (Price 10c)

Come Clean With Your Agency—And Get Better Advertising, by James C, Cumming. (Price 5c)

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in Nebraska and Western Iowa

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Publisher's Statement as of September 30, 1953

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For a free brochure showing how to promote your sales contest, call your nearest Northwest office or mail coupon.



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Some Advertisers keep digging and digging but never come up with the answer to how they can sell to the 3½ million consumers in the U.S. Armed Forces And keep them as customers when they become civilians. Our nearest representative can help you do business in this market of U.S. Servicemen and their families, whose spendable income is 8 billion dollars annually. Let him show you the simple, direct way you can establish your brand with these young buyers through their service outlets.

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COMMUNICATIONS CLINIC



Don't Be a "Word Rambler"!

BY CHARLES BURY . Charles Bury and Associates

How long should a letter be? Long enough to tell the complete story—no longer and no sho:ter. Strive to use the least amount of words without being abrupt or curt.

Letters that stumble and stutter all over the page are hard to read, hard to write. Concise letters make your ideas stand out bright and sharp. You enjoy writing them, others enjoy reading them.

How do you make letters concise?

1. Equip yourself with one lead pencil.

2. On letters that come across your

desk from other people strike out the unnecessary words just as you did with the letter in the box.—You'll notice that 90% of the letters you receive can be shortened from 20 to 60%—without destroying the message.

If you would really write letters that are concise. . . . Once a week perform this operation on carbons of your own letters!

Here is a letter that bulges with the excess weight of its wasted words. Read it as originally written; then read it again, omitting the words indicated.

The writer wishes to take this opportunity to thank you for placing your recent order with our company.

May I tell you that we shall do everything possible within our power to try to be of service to you now and in the future and hope that you will find our company a convenient source for your supplies whenever you are again in the market for them.

In addition, please permit me to state that we shall welcome any suggestions or comments that you may have at any time if you think of any methods for the improvement of our service to our customers.

The original letter has 104 words; the revision 41. Which is better?

@ Charles Bury 1954, Dallas

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New York Sunday News Coloroto Magazine Chicago Sunday Tribune Magazine

Philadelphia Sunday Inquirer "Today" Magazine

The 3 compact metropolitan areas of New York, Chicago and Philadelphia account for over 18% of all U.S. Retail Sales. In these concentrated, highly profitable sales areas the family coverage of General Magazines, Syndicated Sunday Supplements, Radio and TV thins out. In this huge market there is no substitute for First 3 Markets' nearly two-thirds coverage of all families.

And, when you consider First 3's TOTAL "Sunday Punch" Circulation of 6,500,000 you reach 49% of the families in 1,440 Cities and Towns which account for 34% of total U.S. Retail Sales. To make your advertising sell more where more is sold...it's FIRST 3 FIRST.

New York 17, N. Y. News Building, 220 East 42nd Street, VAnderbilt 6-4894 • Chicago 11, Ill., Tribune Tower, SUperior 7-0043
San Francisco 4, Calif., 155 Montgomery Street, GArfield 1-7946 • Los Angeles 17, Calif., 1127 Wilshire Boulevard, MIchigan 0259

How to Improve Marketing Efficiency: Analysis of catalog procedure made by Sweet's Catalog Service, Division of F. W. Dodge Corp. It outlines the ways in which a catalog can achieve a manufacturer's objective - whether it be for more orders, or lower costs per order, or both. It tells how to establish benchmarks for measuring the efficacy of a current and future catalog program in a co-ordinated marketing plan; how to create selling opportunities by meeting the needs of buyers who are faced with the problems of determining what to buy, when to buy and from whom to buy; how buyers use catalogs; how to co-ordinate a catalog with advertising and selling; how to meet sellers' catalog needs. In addition there is information about catalog design, production, coverage and accessibility. Write to Garwood R. Wolff, Sweet's Catalog Service, 119 W. 40th St., New York, N.Y.

This description of the free booklet, "How to Improve Marketing Efficiency Through Improved Catalog Procedure", appeared previously in "Worth Writing For." We reprint it here for the benefit of those who might have missed it.



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Improve Your Speech

Quickly, at Low Cost, During Spare Time, in Your Home or Office, by This Easy, Modern, Tested, Recard Method.



tical Public Speaking,"
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Especially helpful to busy business and professional people, service club members, toastmasters, salesmen and sales managers, radio speakers and announcers, teachers, students, foreigners learning to speak English correctly—to all who really desire to talk fluently before groups large and small. This attractive Album of Four 12-inch, 78-speed records, carrying instructive, inspiring lessons on eight sides, pressed by RCA VICTOR on unbreakable Vinylite, sent postpaid for only \$25.00. Write now for descriptive folder, or send check or money order direct to

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WORTH WRITING FOR...

Booklets, surveys, market analyses, promotional pieces and other sales literature useful to marketing executives.

The Terre Haute, Ind., Market: Data published by The Terre Haute Tribune-Star. More than 100,000 people live within a 10-mile radius of downtown Terre Haute; over 246,000 live in the 9-county, bi-state ABC Retail Trading Zone. Included are employment and income statistics; retail sales by principal cities in the 9-county area; retail sales by county; circulation coverage of daily metropolitan newspapers in the area; circulation and coverage of the Tribune-Star by cities and other incorporated places and by counties. Write to Wood Gageby, National Advertising Manager, The Terre Haute Tribune-Star, Terre Haute, Ind.

The Woman Who Sews: conducted by McCall's. It tells who the woman who sews is, what she makes, why she sews, and what are her fashion requirements. Highlights of the findings: She is a young housewife between the ages of 20 and 39 with one or two children. Her family income is above the median U.S. family income. She lives in large cities and in rural areas. She averages 21 garments a year . . . embroiders, knits and crochets . . . uses cottontype fabrics extensively, with wooltype and silk-type fabrics next in line. Factors that influence her most when buying fabrics are serviceability, color, the way they look, the way they feel, price, brand name. Write to George Allen, Vice-President and Promotion Director, McCall's, 230 Park Ave., New York 17, N.Y.

Newark, N. J., Grocery Route List: Published by Newark News, it provides a breakdown of the 3,871 food stores by type in Newark, Essex County, and in Union, Morris and Sussex counties and parts of Hudson and Bergen counties. In addition to retail outlets, it lists names and locations of headquarters of corporate grocery chains, wholesalers and food distributors. Data reflect the growth of super markets and self-service stores. In three years since the last route list was published food sales in the News area have risen from

\$446,646,000 to \$557,793,000, while retail stores have decreased in number from 4,468 to 3,871. Road maps and bus directions are included. Copies are being distributed to Newark News advertisers, but a limited number of copies are available to others. Write to Andrew J. Flanagan, National Advertising Manager, Newark News, Newark, N. J.

Why Sales Come in Curves: Continuing study made by The National Broadcasting Co., which pictures the action involved in brand switching and presents a measure of the influence of television, as a major advertising medium, on consumer brand selection. It answers such questions as: How does TV affect customer gains, customer loyalty, customer losses? Is there a demonstrable relationship between exposure to television advertising and the processes of brand switching? Is there a correlation between changes in TV exposure and changes in brand buying? Studied were 42 TV-advertised brands (18 product-categories) and 45 programs of all networks. Write to Hugh M. Beville, Jr., Director of Research and Planning. The National Broadcasting Co., 30 Rockefeller Plaza, New York, N.Y.

Travel in the U.S.: Fourth nationwide survey conducted by the Research Department of The Curtis Publishing Co., which reveals that tourists spent during the year ended March, 1953, nearly \$8 billion for long vacation trips. In addition, \$2 billion were spent for weekend trips -a total of \$10 billion for recreational travel. The purpose of the study is to provide reliable data on the size and pattern of the travel market and to contribute to a better understanding of the problems connected with reaching the most profit-'able segments of the market. Included, for the first time, is information on business travel. Data cover: Vacation Travel-number of families taking trips; number of trips; monthly and seasonal pattern; where trips were taken (regional and county

designations); transportation methods and expenditures; lodging, food and beverage expenditures; equipment expenditures; average annual family expenditures; 12 top vacation states; where vacationers live. Business Travel — number and frequency of trips; monthly and seasonal pattern; transportation methods. Write Donald M. Hobart, Director of Research, The Curtis Publishing Co., Independence Square, Philadelphia 5, Pa.

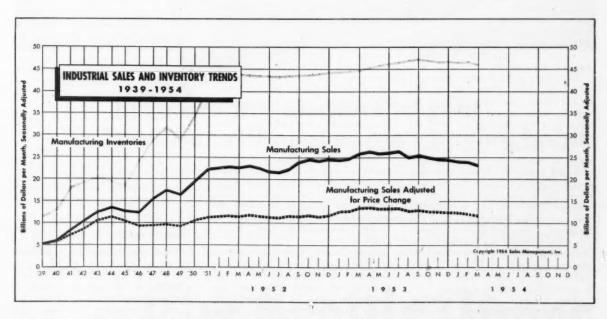
The Woman Taxes Made: Intimate picture of a large but little known market, issued by the True Story Women's Group magazines. Before redistribution of wealth through taxes she was the "family labor" with few tools. Today she is in the middle and upper income groups spending more than \$30 bil-lion annually. Wage-earner families are 52.3% of total U.S. families; are 60.7% of total non-farm families. In earning power they get 59% of all wage and salary dollars; are over half of all families with incomes of \$5,000 or more; have 64% of all "loose money." Eighty-five percent already own automobiles; 95% own life insurance; 85.3% own mechanical refrigerators; 88% own washing machines; 82% own vacuum cleaners; 7.5% own home freezers; 63% own electric food mixers; 95% bake at home. Write to Gene Waggaman, Sales Promotion Director, True Story Women's Group, 205 E. 42nd St., New York, N. Y.

The Toledo Market: Four-color census tract map of Toledo, including the corporate city and ABC Zone, based on the 1950 Census of Population, issued by Toledo Blade. It divides the city's 55 census tracts into four economic groups based on median family income. A similar breakdown is shown for townships and villages surrounding Toledo. Included are: population of each census tract; number of occupied dwelling units; number of dwelling units which are owner-occupied and the percentage owner-occupied; list of principal retail shopping areas in corporate Toledo, arranged in route order for the convenience of salesmen; boundaries of each shopping area; number of grocery and drug stores, taverns and other retail outlets. Write Harry R. Roberts, Toledo Blade Toledo, O.

York, Pa.: City map and street guide and map of York County, published by *The Gazette and Daily*. There are figures on population and housing; employed persons by selected industry groups; number of manufacturing plants; 1951 total estimated

retail sales volume by class of outlet; ranking of Metropolitan York (York County) among Pennsylvania's 67 counties; number of farms; farm income, and information about the diversified community enterprise. Write to Gilbert A. Deitz, Advertising Manager, The Gazette and Daily, York, Pa.

A Look into Missouri's Better Form Homes: Data on family characteristics, household equipment, readership and buying plans are reported by the subscribers of Missouri Ruralist. It covers composition of families, by size and persons by age and sex; marital status; readers 10 years of age and over, number by sex, number per 1,000 families and by age and sex; disposition of old copies of Missouri Ruralist; utilities; television; plumbing fixtures; central heating; room heating; laundry equipment; water heaters; kitchen ranges; dishwashers; refrigeration. Responses to questions about buying plans indicate a wideopen market for household equipment. For example, 9,030 families plan water systems as their next major purchase; 7,740 want plumbing fix-tures; 5,550 plan to buy heating and air conditioning equipment; 6,190 will buy washing machines. Write to Scherl Walquist, Capper Publications, Inc., Topeka, Kan.



Industrial sales in March on a seasonally adjusted basis continued the decline which has characterized the economy for more than half a year.

The most important factor in the present picture is the failure

of the anticipated Spring upturn in sales, expecially automobiles and steel, to live up to expectations.

On the other hand an encouraging aspect is the fact that efforts to work down high inventories are definitely producing results.

See What Canned Pop Is Doing to Bottled Soft Drinks!

(Continued from page 37)

is entering the canned field.

-Beverage Products, Inc., Philadelphia, is marketing soft drinks in tin.

—Shasta Water Co., San Francisco, is basing a "come-back" program around a full line of soft drinks in cans.

—Belfast Beverages, Inc., San Francisco, is another old-line firm switching to tin.

—Big, bustling Canada Dry Ginger Ale, Inc., New York City, admits it is "experimenting" with metal containers.

There are rumors that the big food processors will soon jump in. They have no built-up brands, of course, but their names are household words (Heinz root beer?).

Like Canned Foods

Walter Mack plans to bury the traditional franchise system. The regional soft drink bottler will be eliminated altogether. Even now, C&C ships direct from canning plants to the retailer. Mack hopes to cover the entire country with six or seven plants, "like the beer people do it, like Campbell soup does it." He already has plants in Englewood, N.J., covering the northern and eastern seaboard; one in Los Angeles; one under construction in Chicago, another in Virginia. "And soon," says Mack, "there'll be two more plants to round out the system. Campbell has only four plants."

Everybody in the industry knowsor has heard of-Walter Mack. He pulled Pepsi-Cola from oblivion to #2 in sales, second only to giant Coca-Cola (accounting for 52% of all sales in the industry). He claims to have invented singing commercials, he took to sky writing nationally and launched editorial-type cartoons to exploit Pepsi. At the moment he is president of National Phoenix Industries, Inc., which owns and controls Nedicks, Inc., the luncheon chain. And National Phoenix owns Cantrell & Cochrane Corp. At various times Mack has taken over the management of United Cigar-Whelan Drug Co.; Autocar Co.; Celotex Corp., others.

The anti-can interests probably were deflated, somewhat, when in February of this year, Mack retained Maurice V. Odquist to head up national sales promotion and advertising for C & C. It happens that Odquist, formerly an account executive, helped merchandise White Rock, Pepsi, Piel's beer. For several years Odquist was in charge of store merchandising for A & P.

More important, Odquist was once director of marketing for the American Can Co., handling the introduction of canned beer.

Now getting a firm foothold in California, Mack's Super drinks are backed up by what is believed to be one of the biggest publicity and advertising campaigns in the industry's history. Twenty-five newspapers carry introductory messages, and many California TV stations happily announce the news 21 times weekly, via one-minute spots.

How It Started

Why cans?

The whole movement seems to be based on sound psychology: helping dealers get in step with consumer preferences. If consumers want their pop canned, dealers will stock canned pop, you can be certain. Then too, dealers may literally force canned pop into shopping bags. Here's why:

About seven years ago, when he was still president of Pepsi, Mack attended a Grocery Manufacturers Association meeting, was promptly cornered by the heads of large grocery chains — A&P, Grand Union First National. They told him, in essence, that they'd rather not handle bottled soft drinks. It costs us money to hold up traffic to handle returnable bottles at checkout, they said. Breakage causes us loss in deposit money. We have to pay for reassortment in the back room. Why don't you bring the industry up to date?

After experimentation with plastic and other packaging materials, Mack hit on the cone-top can, acquired an old-line soft drink company willing to take the plunge, and a year ago retailers in the New York area received "Bombshell Editions" of the C & C news:

Now, for the first time, you can lick the bottle-deposit, bottle-return nuisance that has plagued every retailer of soft drinks. Your store and stockroom won't be cluttered with heavy, hard-to-handle bottles. Breakage and spoilage won't mess your store; no bottles to break, so no danger of injury to clerks or customers; no bottles to spill, so no mess to clean

up or to attract insects; and no sticky empties to check into your store and out of your stockroom.

"Look at the logistics," declares Mack. A case of 48 six-ounce cans weighs 25 pounds, full and ready to ship. A case of 24 six-ounce bottles weighs about 50 pounds. "Super cans take up one-third the space of bottles—and hold as much."

Will Consumers Pay?

Mack's Super line is definitely competitive. The six-ounce can retails for seven cents or less, while the 12 ounce container sells "for about 10 cents." C & C pays "three cents plus" for cans, supplied by Continental Can Co., New York City. Pabst-Hoffman's two colas, one a

Pabst-Hoffman's two colas, one a non-fattening drink, already have been consumer-tested at two cans for 25c with "enthusiastic endorsements," according to Harris Perlstein, president of Pabst.

The Van Merritt canned beverages—five flavors—sell for 10c a can. These are 12 oz. containers.

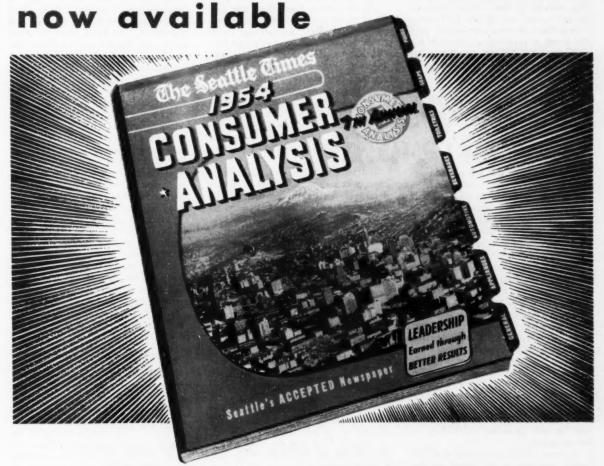
Mack thinks consumers are willing to pay premium prices for canned soft drinks. "Cost takes a secondary position to convenience," he says. "Just to prove my point, I recently asked a group of women whether they realized how much more it cost them to make a cake with prepared mix instead of regular flour. They said they didn't know. I said it cost four to five times as much. Do you know what their answer was? 'Who Cares'," they said. "And," continues Mack, "let me point to these facts: milk has come to throwaway cartons; flour is ready-mix; peas and beans come in quick-frozen packs; we have portion packaging and pressurized containers. The public wants these things and the public will pay for

Mack will release no sales figures, although it is believed he has sold over six million cases in the New York area since Super's introduction. And C. H. Buckley, product sales manager for beer and soft drinks, Continental Can, reveals that C & C is "pre-empting our production capacity right now."

Mission's Angle

Reluctance on the part of consumers to pay deposits or return bottles is one of the factors that lead to the addition of Mission soft drinks in cans, explains W. George Aitken, advertising manager, Mission Dry Corp. A bottle costs more than 6c, and when it does not return, more than 4c is lost since only a 2c deposit is collected, Aitken points out.

YOUR 1954 CONSUMER ANALYSIS



here are the answers to your questions about Seattle's buying habits

Useful, up-to-the-minute authentic data on Market, Methods, Foods, Home Equipment, Toiletries and General Buying Habits—all are included in THE SEATTLE TIMES 1954 Consumer Analysis.

This study is the accepted and standardized analysis as conducted in other leading markets by major newspapers in Milwaukee, Washington,

D. C.; Honolulu, Indianapolis, Omaha, St. Paul, Columbus, Salt Lake City, Cincinnati, Long Beach, Portland (Me.), Portland (Ore.), Sacramento, Fresno, Modesto, Phoenix, San Jose and Duluth.

Get your copy today. Ask your local O'Mara & Ormsbee man. Or write to Advertising Manager, The Seattle Times, Seattle 11, Washington.

The Seattle Times

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Mission Dry uses a flat-top can, which costs the company three and one-half cents. Since it does not return, this is a fixed cost and the product must be sold at a slightly higher

Nevertheless, Sheridan Brewing Co., the firm now marketing Can-a-Pop instead of beer, thinks consumers get a good buy. Robert K. Rogers, Can-a-Pop's secretary-treasurer, says the drink is retailing at 10 cents for a 12-oz. can, points out that most bottled drinks are now 10 cents in sizes from six to 12-oz. "We see, definitely, a far larger market for soft drinks than for beer," Rogers states, "and we have made a decision to close our brewing operation to concentrate on the new field."

Quick Change for Sheridan

For Sheridan, the job of converting to soft drinks was merely a switch-over from the canning of malt liquor beverages. Some equipment was added to complete the job. But Sheridan is taking the movement seriously, opening another Can-a-Pop plant in Compton, Cal. Distribution is handled by the same 37 distributors who carried Sheridan's beer volume in Wyoming, Montana, Oregon, Idaho and Washington.

Can-a-Pop gave its package designers, Schmidt Lithograph Co., one firm admonition when the decision was made to package in metal containers: "Be sure the pop cans do not look like beer cans." The admonition payed off, for Can-a-Pop entered its market at a planned production rate of 4,000 cases per week; it shot up "overnight" to 18,000 cases per week and "is still growing," according to

the company.

In fact, so overwhelming was the public response to this brand, so the company's story goes, that it was asked by distributors to hold up a

proposed advertising campaign. By September, a month after launching, Can-a-Pop was operating 700% over its original estimate and was able to serve only 10% of orders-in. Its employe payroll increased 100% and plans for further expansion of labor and equipment were soon underway.

At the outset, Can-a-Pop was prepared to utilize both radio and newspaper consumer advertising, plus comic books, balloons and paper hats for the juvenile market. Little of this has been necessary so far. "The package and the quality of the product," says the company, "have carried most of the merchandising load." Repeat orders, and demand which persisted far after normal seasonal declines for bottled soft drinks, have convinced Can-a-Pop officials that their product is no mere novelty.

Belfast Beverages, Inc., San Francisco, was successfully marketing soft drinks in bottles in Northern California when the company decided to market in cans as well as bottles. "As insurance for the success of this undertaking," the company secured the services of Industrial Designer Walter Landor.

Planning Can Design

The first flavor Belfast brought out in cans was its orange drink. While the package is intended to possess strong identity value of its own, it is also designed to set the package styling for the rest of the

Here's how Landor explains his approach:

"We began this program with the assumption that no consumer really expects to see pop in cans. That let us keep in mind that the most direct way to sell the buyer was to tempt his taste buds.

In keeping with modern mass merchandising techniques, Belfast planned

from the start of the program to package its cans in six-can carriers. This enabled Landor and his fellowdesigners to evolve both can and carrier design as complements to each other. A striped awning motif was developed to characterize the line, "suggestive of lawn parties, cool relaxation, and festivity." This effect is minimized somewhat on the cans themselves, "to leave room to stress individual flavors and appetite appeal.'

"Sighting in" on juvenile consumers, Landor used design elements for Belfast Orange which would have strong shelf impact, show the contents in use, and at the same time refute any mistaken motion that the 12-oz. can holds less than its tallerbottle counterpart. He did this by reproducing two frosty glasses, full of the orange drink, showing beads of condensed moisture running down their sides. For "immediacy of impact," striped straws were added to the pictured glasses-a device, Landor believes, that tells better than words that the contents are ready to serve.

In his words: "We believe the orange drink design has a genuine 'special occasion' look. This, plus such artful selling copy as the phrase, 'A true fruit flavor,' helps the item overcome the price differential between bottle and can.

Kid Appeal

While the Belfast beverages orange, root beer, etc.-were deliberately given "built-in kid appeal," different approach was taken with the "mixes" aimed at adult buvers. Landor says: "We sought to make the canned mixes look better than the same product in bottles - suitable companions to the fine liquors and decanters that they would be paired with." To this end, the designers



A Special Service •

CORPORATE BUSINESS GIFT SUGGESTIONS

The editors of SALES MANAGEMENT offer their services — without charge or obligation — to any reader who may be puzzled as to what business gift to use for Christmas or other special occasion.

All that you need do is write us the answers to these questions, and our reply will suggest both desirable items, with price range, and suppliers.

How many names are on your list?

Approximately how much will you spend per gift?

Will you want several items? ... in different price ranges?

Which type of gift do you prefer to give: For home use?

office use? For personal use?

What did you give last year? (Brand name, please)

If you buy direct from supplier how much notice can you give him?

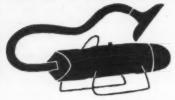
Will you want him to ship to names supplied by you or make delivery to your office?

Please address your letter to Business Gift Buyers' Wants Department

SALES MANAGEMENT.

386 Fourth Avenue. New York 16. N. Y.





Better Living

Households Have

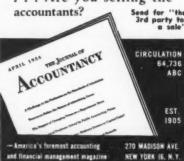
HIB.

Highest Intent to Buy (12%) among readers of any food-store-distributed magazine. Compare latest Starch Report figures. Send for analysis.

Better Living Magazine, 230 Park Ave., N. Y.

One million businessmen seek the advice of our readers

... a fast-growing profession serving American business. ... Are you selling the



1st And 13th

Florida is first in orange-growing. Florida is 13th in cattle production. Florida also grows considerable celery and other food crops.

All of this is grown right here in Central Florida—all the year 'round. We don't go in for race horses and bathing beauties and dog tracks. Ours is mostly a shuffle-board winter resort.

But we do work at our business orange-growing and cattle-growing.

That's why our people are prosperous buyers.

Orlando Sentinel-Star

Orlando, Florida

Nat. Rep.: Burke, Knipers & Mahoney

utilized to the utmost the glitter of the can's metallic surface.

The result, while embodying as much "thirst appeal" as the juvenile items, definitely appeals more to adult tastes. Yet, through repetition of the awning theme, it is unmistakably a part of the Belfast tamily.

Shasta Water Co., San Francisco, claims to be the first company to enter the Far Western market with a full line of canned soft drinks, now distributed through the entire Pacific Coast area. Like many of the others, this firm hurriedly set itself up to handle pop in cans after watching the quick climb of C & C.

Biggest advantage of cans, according to Shasta: "It enables us to offer the product further afield, on the same basis as other canned goods,"

Shasta Doubles Sales

In the first half of its current fiscal year, Shasta has almost doubled its sales. President William Buzick says the gain is due largely to the "unprecedented consumer acceptance" of the company's metal container packaging.

Continental Can Co., New York, and Pacific Can Co., San Francisco, are the two major suppliers of metal containers to the soft drink makers. (At the moment, American Can Co. does not supply cans for this purpose.)

Hard Feelings?

Pacific turns out flat-top cans for Sheridan, White Rock, Belfast. Shasta; Continental makes the conetop containers with pry-off caps for Cantrell & Cochrane and Beverage Products Inc. Herein lies a battle royal. In the January issue of California Grocers Advocate, Pacific took a full-page advertisement to thrust at both Walter Mack and competitor Continental: "How do you like being kidded?" headlined the ad. "We've been reading with considerable amusement the claims being made for the cap-top cans. . . . The fact isthe cap-top can is an antiquated container that the beer industry threw out a long time ago . . ."

Walter Mack, firing back: "A flattop can means a flat drink."

Pacific: "Well, all these billions of flat-top beer cans manage to hold some mighty lively beer . . ."

The battle goes on. Meanwhile, by taking space in dealer publications to argue it out, Mack and the can manufacturers are putting cans in the spotlight, to the chagrin of bottlers.

Aside from the possibly biased can company representatives, no one really believes that all soft drinks will some day be canned. Designer Landor thinks that without doubt "cans will remain important in the packaging of pop—and have a strong and salutary effect on sales." It is his opinion that this will in turn change the appearance of pop bottles as well. "As more and more pop goes into cans," he suggests, "the appearance of bottles also will change, so that bottled items of a firm's line will both aid can sales and also benefit from consumer recognition won by the canned pop."

Lucius D. Clay, chairman of the board, Continental Can Co., Inc., predicts that 25 to 30% of all soft drinks "will soon be in cans."

If you see a leveling off of the canned trend, one or more of these reasons may account for it:

1. Most bottling interests are justifiably reluctant to scrap millions of dollars worth of equipment to convert. Also, it would mean, in many cases, expenditures for new plants.

Production Problems Ahead

- 2. Not all brewers could shift to canned pop as easily as Sheridan, Pabst and Van Merritt did—because of a Federal law. Passed in the mid-30s, the law states that a brewer cannot can carbonated drinks unless the firm was bottling soft drinks and beer prior to June 26, 1936. Sheridan, for example, had a Coca-Cola franchise since 1918, and the company's beer business has been operating since 1885.
- 3. There are production difficulties, such as the need for a special can liner, and the development of containers that will hold "high pressure" carbonation necessary for many soft drinks.
- 4. For the long-term outlook, in the event of war or greatly expanded defense activity, metal would become scarce, while glass would not.

Meanwhile, Walter Mack's Super drinks are still leading the way, breaking into new markets.

His latest move: On February 24, Mack announced that C&C canned soft drinks would henceforward be available in "automatic can vending machines on a national scale." The machines will be installed in subways, gas stations, ball parks, airports, factories, schools, etc., and will dispense the 6-oz. can in a choice of four flavors.

In appraising what looks like a trend, don't forget the kids. They consume 60% of industry volume. What'll they have? The End

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Opening in well-known steel office
furniture company for man 35 to 45 with
proven sales record in this or allied
industry. To introduce and operate result
getting methods of marketing administration such as quotas, incentives,
market research, selection, training and
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Opportunity for advancement.
Company located in mid-Atlantic States
area: annual volume over 7 million,

Company located in mid-Atlantic States area; annual volume over 7 million, modern plants; established over 30 years; finest quality of product and reputation. Box 3041



THE SCRATCH PAD

By T. Harry Thompson



Quoteworthy opener from Too Late the Phalarope: "Laughter heals mankind and sends the blood quicker through the veins, so that it casts out its evil humors."

This babe in our apartment elevator was wearing slacks, so I said: "I assume you're a girl, so I'm taking off my hat." She smiled and said: "Well, I was the last time I looked."

RUSSIA: Home of the bear-faced lie.

Beach Products, Kalamazoo, says a salesman is a fellow who can convince his wife she looks fat in a fur coat.

Patron saint of the roofing industry may be old Herpes Zoster, medical lingo for *shingles*.

THRIFT: A wonderful virtue, especially in an ancestor. — Author unknown.

According to Curtis News-Briefs, the pet-supply industry is now a \$100-million-a-year business. In the same bulletin, I find this pleasantry: "Everybody's sewing . . . or so it seems."

"The best creative people have big feet," says Young & Rubicam. The last line of text is a sort of footnote to what they're getting at: ". . . firmly planted on the ground."

I can't wait to see what BBD&O will say about Campbell's Soup which F. Wallis Armstrong and, later, Ward Wheelock failed to say in some 40 years.

Copywriters At Work Dep't (British Division): State Express 555 are

"The Best Cigarettes in the World." British Seagull is "The Best Outboard Motor in the World." Toogood's Seeds are "The Best That Grow." And Grand Prix is "The Best General-Purpose Cartridge."

Rhythm Section: "Styled to be copied for years to come . . . and as thrilling to drive as to see!"—
Cadillac.

If you plan to be near St. Augustine this year, let me recommend a place to eat: The Corner House.

NIT—"There'll always be a seagull." WIT—"Sure. One good tern deserves another."

Sign in a Brunswick, Ga., restaurant: "May the Lord bless all the Yankees, especially those who travel. Special, special blessings on those who stop with us."

They called him "Grapefruit" because he was always in the public eye.

WOLF—"That girl Virginia is sure innocent." ROLF—"Let's 'Keep Virginia Green'."

Chicago's Ditto's Homer Smith asks: "Did they do it on purpose?" He means the Canfield poster with the blindfolded figure saying: "Anyone can see that Canfield's Ginger Ale tastes better."

First time I heard the pop tune, "Stranger in Paradise" it sounded note-for-note like a classical number I couldn't identify. The gal in the record-shop knew at once, and I bought the long-haired version: Borodin's Polovtsian Dances from "Prince Igor." A haunting refrain any way they dish it out.

The reason the ram ran over the cliff, it says here, is because he didn't see the ewe turn.

General Electric reminds us that, with merely 6% of the world's population, our country produces 40% of the world's goods.

Our Pratt Falls correspondent writes from Florida that there are two things to watch down there in addition to the beauty of the place: (1) Numerous grade-crossings; (2) Old goats driving Cadillacs with more valor than caution.

The same contributor reports a used-car dealer in Orlando who calls himself "Homefolks Smith."

NURSE: Panhandler. — Beach Products.

"U.S. Orange Crop Falls Two-Million Boxes Below Last Year's Figure." — *Headline*. There's a wheeze here somewhere about putting the squeeze on growers.

In Columbus, O., Vernon Bradshaw became Violet Bradshaw after a brush with the law. Dr. Kinsey might comment: "Sex of one and half-a-dozen of another."

Donald Duck is feeling the squeeze, too. To save newspaper space, a grocer items: "D. Duck P-Nut Butter."

Roger Babson disputes forecast of 10% business decrease. Roger and over.

Quoteworthy: "My boss has a split personality, and I loathe them both."

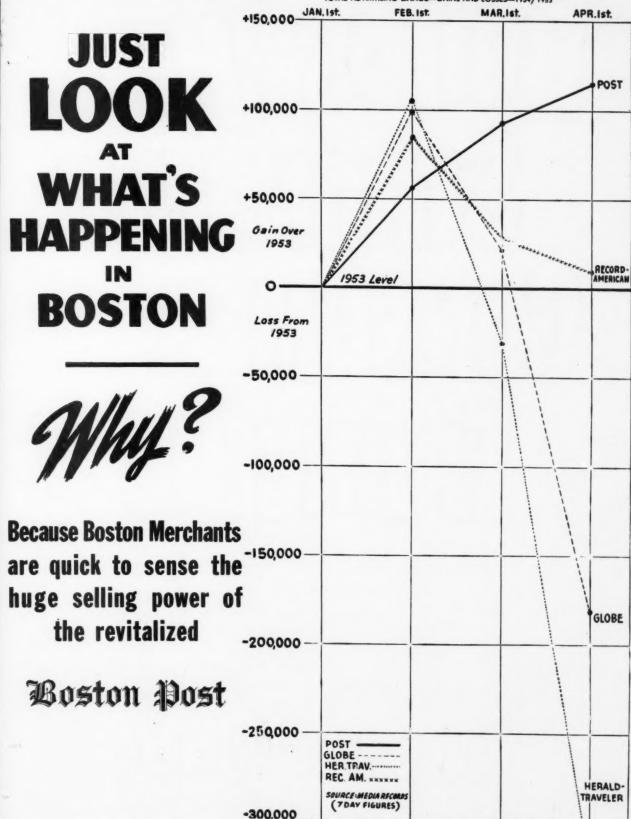
I didn't need the Labor Dept. to tell me that women over 35 make just as good secretaries as younger ones. And, I might add, secretaries or anything.

A hair-preparation puts the case well for its lanolin ingredient: "Did you ever see a baldheaded sheep?"

After being magazine advertisers for years, Whitman's Chocolates have now added newspapers. A newspaper never forgets the advertiser who remembers.

BOSTON NEWSPAPERS

TOTAL ADVERTISING LINAGE-GAINS AND LOSSES-1954/1953



YOU BUILD the strongest consumer franchise for your brand when you place your advertising in the medium from which consumers do practically all their buying and on which retailers depend almost exclusively for buying action. And that medium is the newspaper.

As Chicago's most dynamic newspaper, the Tribune is bought, read and bought from by hundreds of thousands more families than are reached by any other Chicago newspaper.

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\$58,000,000.00 in advertising—far more than has ever been placed in any similar period in any other newspaper in the world.

Retailers place more of their budgets in the Tribune than in all other Chicago newspapers combined. Manufacturers and distributors make it their primary medium in this market.

A Tribune representative will be glad to discuss with you and your advertising counsel a plan that will help you build a consumer franchise for your brand among the families who read the Tribune. Why not get in touch with him today?

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Fitzpatrick & Chamberlin 155 Mantagmery St